



The Commonwealth of Massachusetts



# ESC Service Charter Scorecard

June 26, 2016 – August 6, 2016



The Commonwealth of Massachusetts

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# Service Delivery Overview

## June 26, 2016 – August 6, 2016

### Executive Summary

Total # Agencies Served: 80

Total # Employees Served: 54,181

Total calls received: 9,717

Average Call Wait Time: 01:31

Total email requests received: 1285

Total FAX requests received: 111

Number of Transactions processed by ESC: 9,993

Total outbound contacts: 1,009

Total tickets opened: 8,739

Total tickets closed within 3 days: 8,537

Total tickets remain open beyond 3 days: 202

% tickets remain open beyond 3 days: 2.37%

% of Employees served by the ESC: 16.13%

### Staffing

Area	Staffing as of 8/06/2016	Staffing as of 6/25/2016
Customer Service/Intake	3	8
Customer Service/MassCareers	3	3
Processing & Outreach	9	8
Analyst	0	1
Supervisor	4	3
Senior Staff	2	4
Total	21	27

### Activities

- Transition of ESC Service Management Manager and ESC Service Management Analyst to HRD HR Analytics Team
- 5 temporary employees no longer at the ESC effective 6/30/16

**Source:** ESC Avaya CMS & Footprints Reports, data from 6/26/2016 – 8/06/2016.

**\*Note:** “% of Employees served contacting ESC” does not account for repeat contacts (i.e., one employee calling multiple times).

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# SLA Targets and Actual Performance



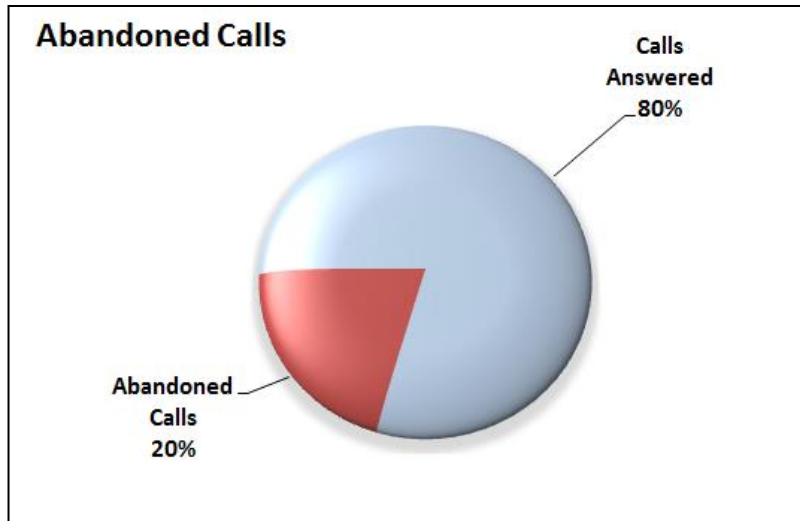
Delivering HR Services That Matter

Metric	Target	Current Period Performance 6/26/16 – 8/06/16	Previous Period Performance 5/29/16 – 6/25/16	Trend
Average wait time – all inquiries (Days operational)	Will not exceed 3 minutes 90% of the time; Will not exceed 2 minutes 50% of the time	1:31 seconds	0:45 seconds	
Average case resolution time – password resets and e-mail updates (Time owned by ESC)	98% within 1 day	99.49%	98.18%	
Average case resolution time – inquiries and requests (Time owned by ESC)	75% within 1 day 90% within 3 days	96.4% within 1 Day and 97.7% within 3 Days	94.5% within 1 Day and 97.4% within 3 Days	
Customer satisfaction (Based on automated survey upon ticket closure. A minimum of 20% must respond to survey in order for results to be accepted as a valid sample of customer satisfaction.)	80% of customers rate overall satisfaction good to excellent	89% rated good to excellent (1.499% response rate)	94% rated good to excellent (1.385% response rate)	
Percent of notification runs executed to completion: <ul style="list-style-type: none"> <li>All: Reminder Report Time</li> <li>Employees: Unreported time - 1<sup>st</sup> &amp; 2<sup>nd</sup> notice</li> <li>Approvers: Unapproved reported time - 1<sup>st</sup> &amp; 2<sup>nd</sup> notice</li> <li>Agency HR/Payroll: Over/Under scheduled hours and unapproved Payable Time notifications -1<sup>st</sup> &amp; 2<sup>nd</sup> notice</li> <li>Failsafe outreach to Agy. HR/PY and signatories</li> <li>Failsafe outreach to CTR and CHRO</li> </ul>	95%	100%	100%	
Secretariat ad hoc reports produced within established timeframes: <ul style="list-style-type: none"> <li>Simple*: 3 business days</li> <li>Complex*: 7 business days</li> </ul>	90%	N/A	100%	
SLA reports produced on time according to predefined schedule (see section 5.5)	Y/N	N	N	

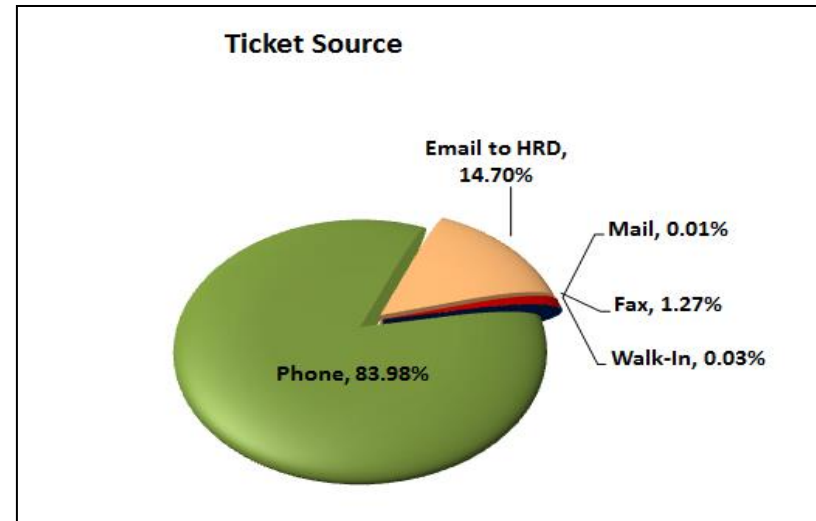


# Inbound Call Data

SLA Metric	Target Level	Current Period 6/26/16 to 8/06/16	Previous Period 5/29/16 to 06/25/16	July 2015
Average wait time – all inquiries (Days operational)	Will not exceed 3 minutes 90% of the time	1:31 seconds	0:45 seconds	0:59 seconds



Total = 9,717 calls



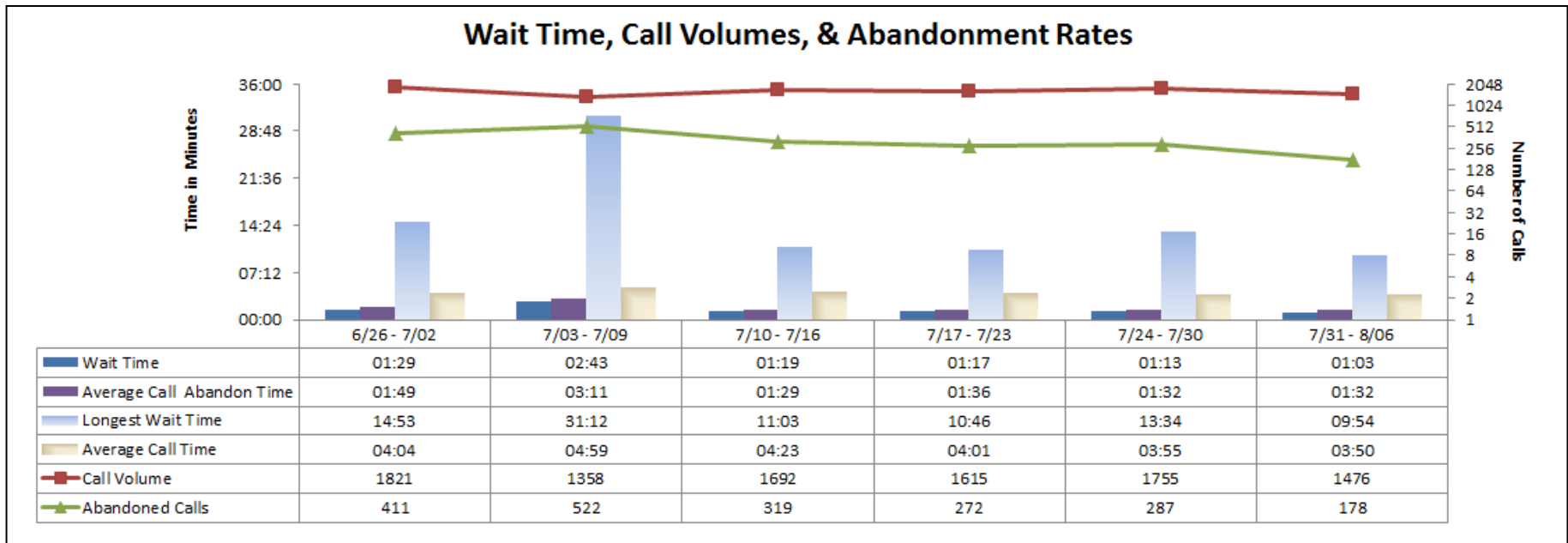
Total = 8,739 Tickets

**Source:** ESC Footprints & Avaya data from 6/26/2016 – 8/06/2016.

\*E-mail tickets do not account for additional outreach to correct invalid employee e-mail addresses.



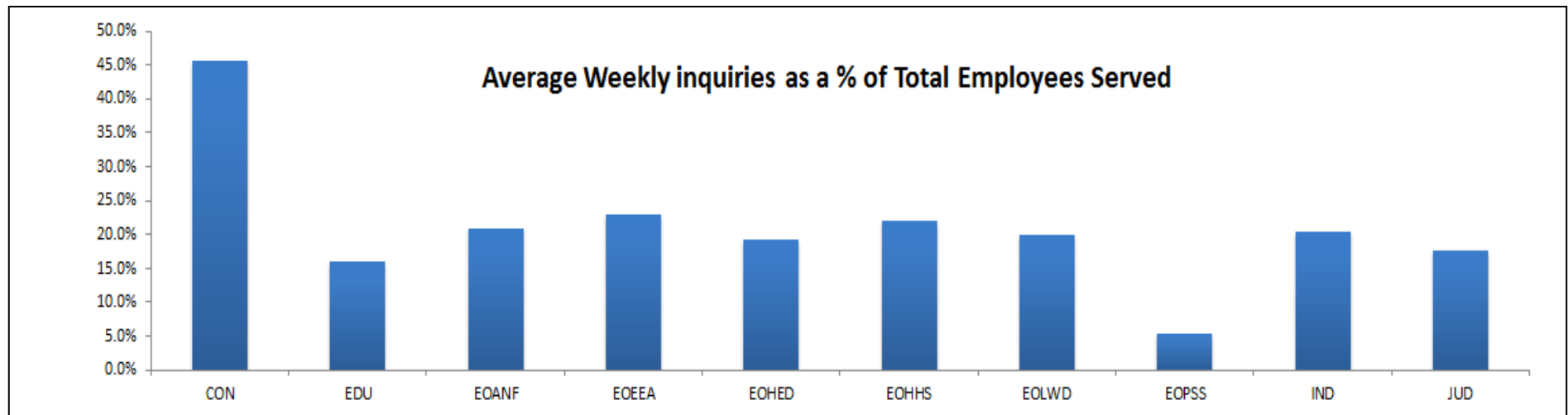
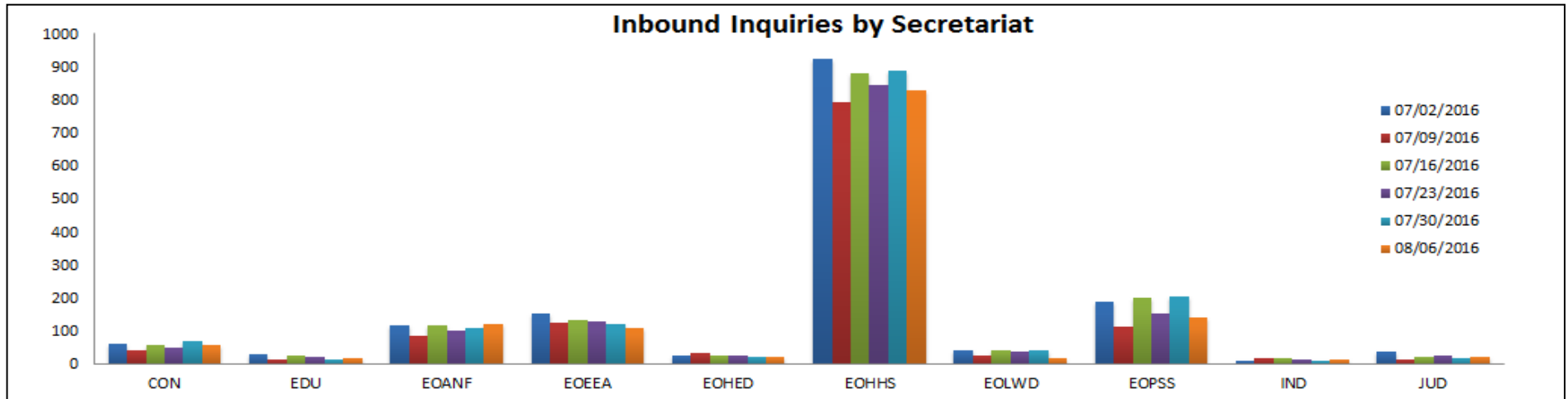
# Inbound Call Data



**Source:** ESC Avaya data from 6/26/2016 – 8/06/2016.



# Inbound Inquiries by Secretariat

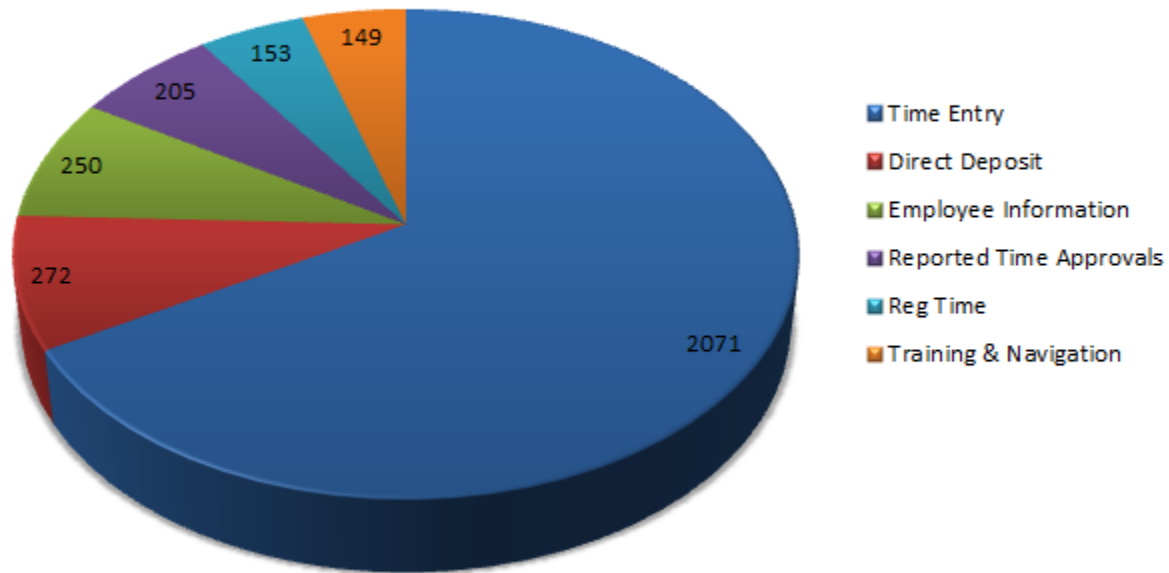


Source: ESC Footprints data from 6/26/2016 – 8/06/2016.



# Types of Inquiries Received

**Top Inquiry Classifications (Excluding Password Resets)**

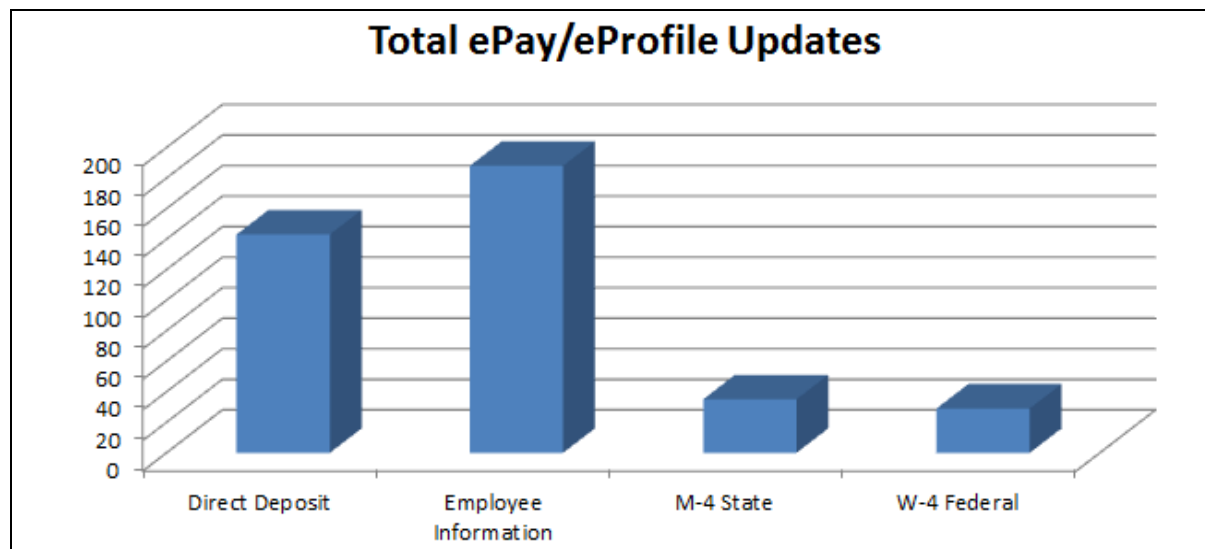
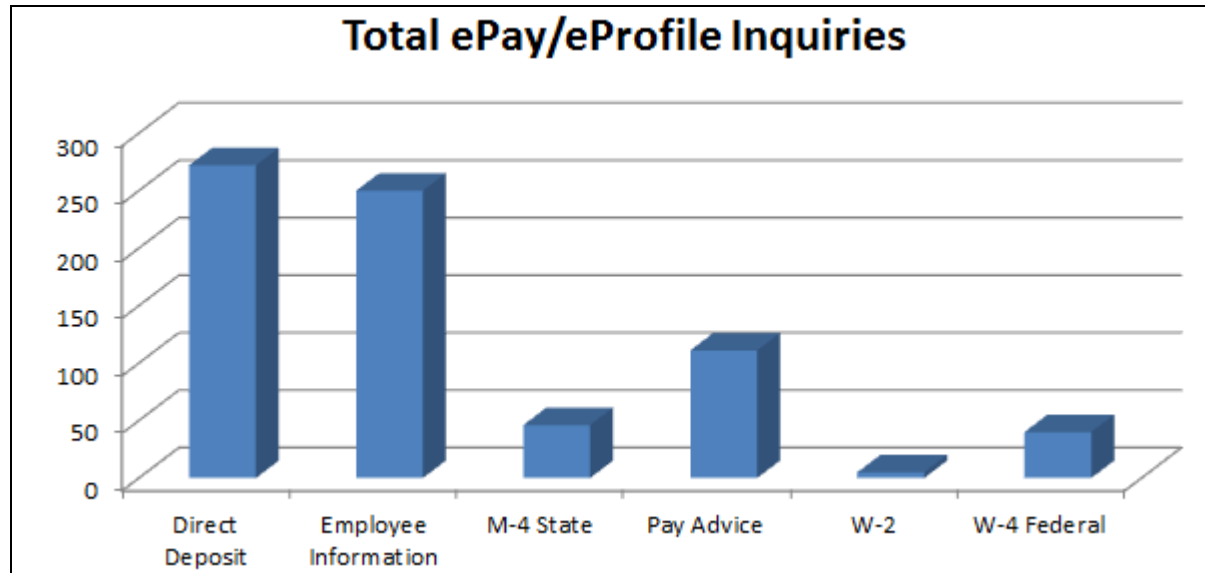


**Source:** ESC Footprints data from 6/26/2016 – 8/06/2016.





# ePay/eProfile Transactions



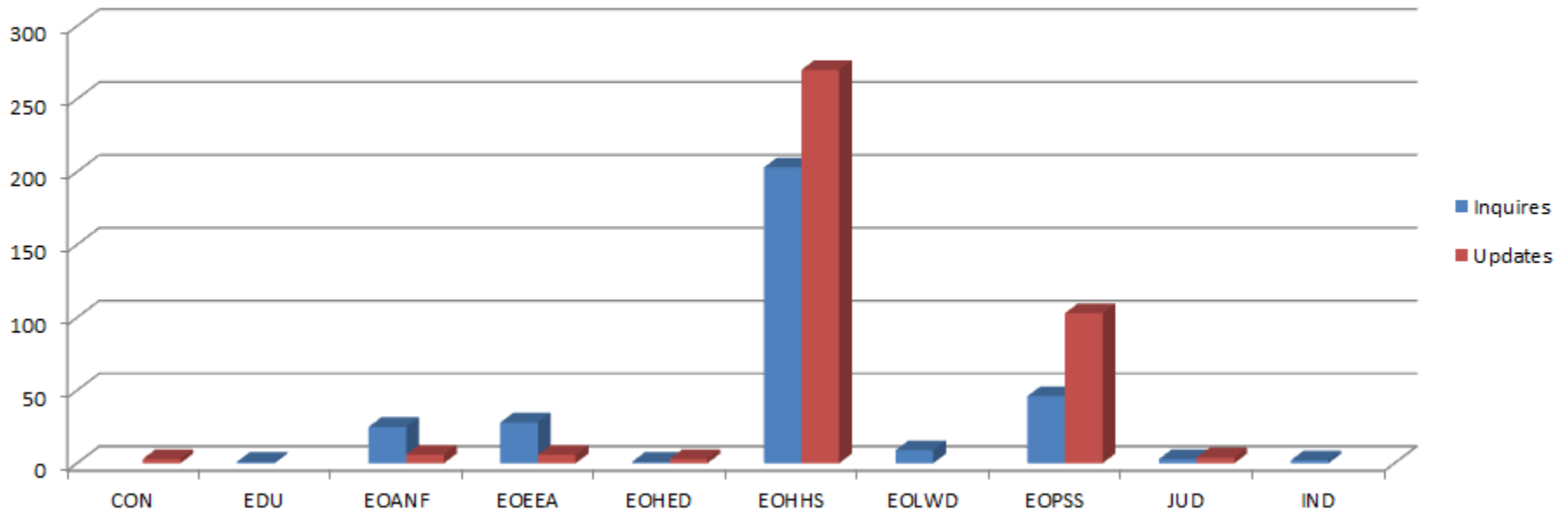
Source: ESC Footprints data from 6/26/2016 – 8/06/2016.

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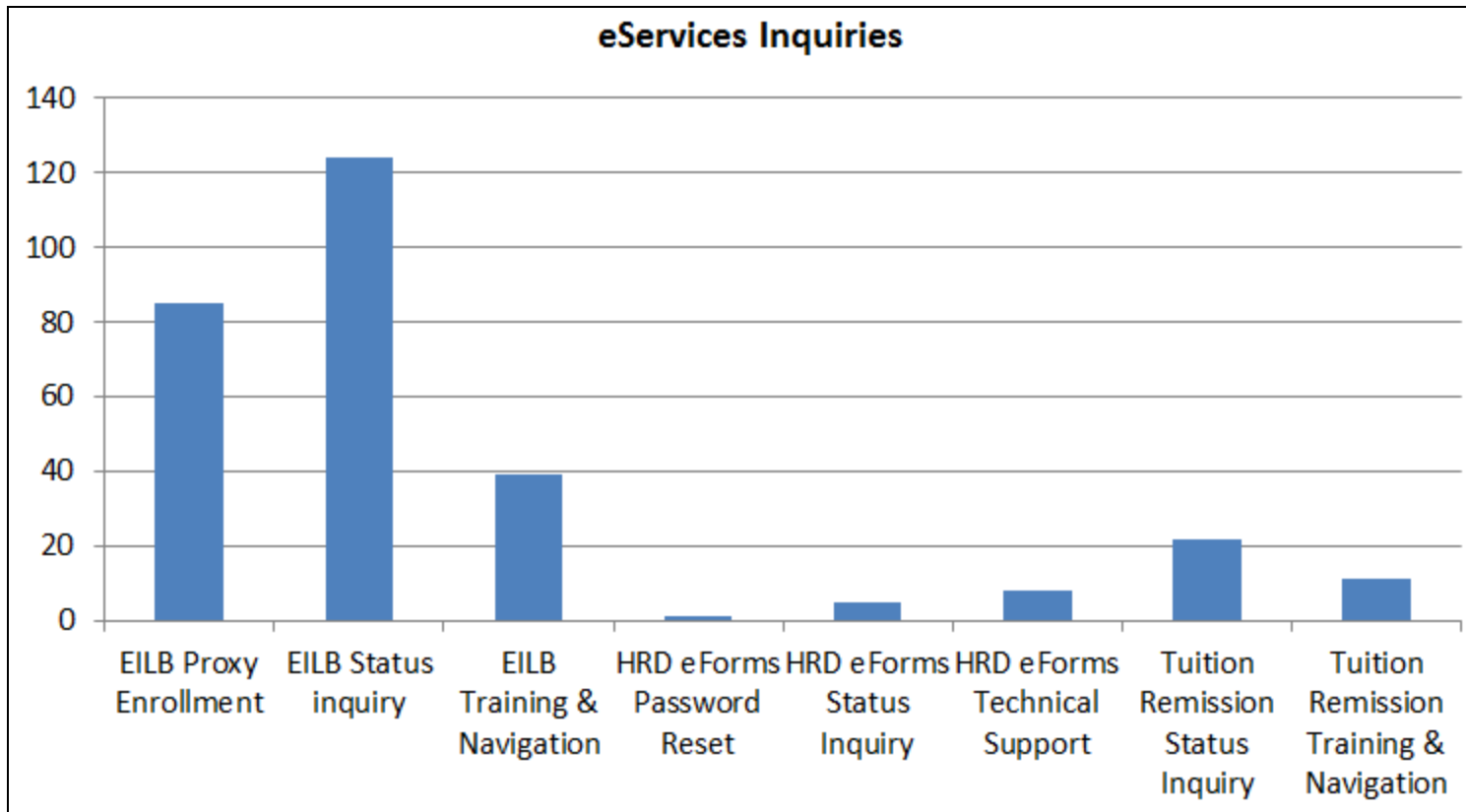
# ePay/eProfile Transactions by Secretariat

ePay/eProfile Transactions by Secretariat



**Source:** ESC Footprints data from 6/26/2016 – 8/06/2016.

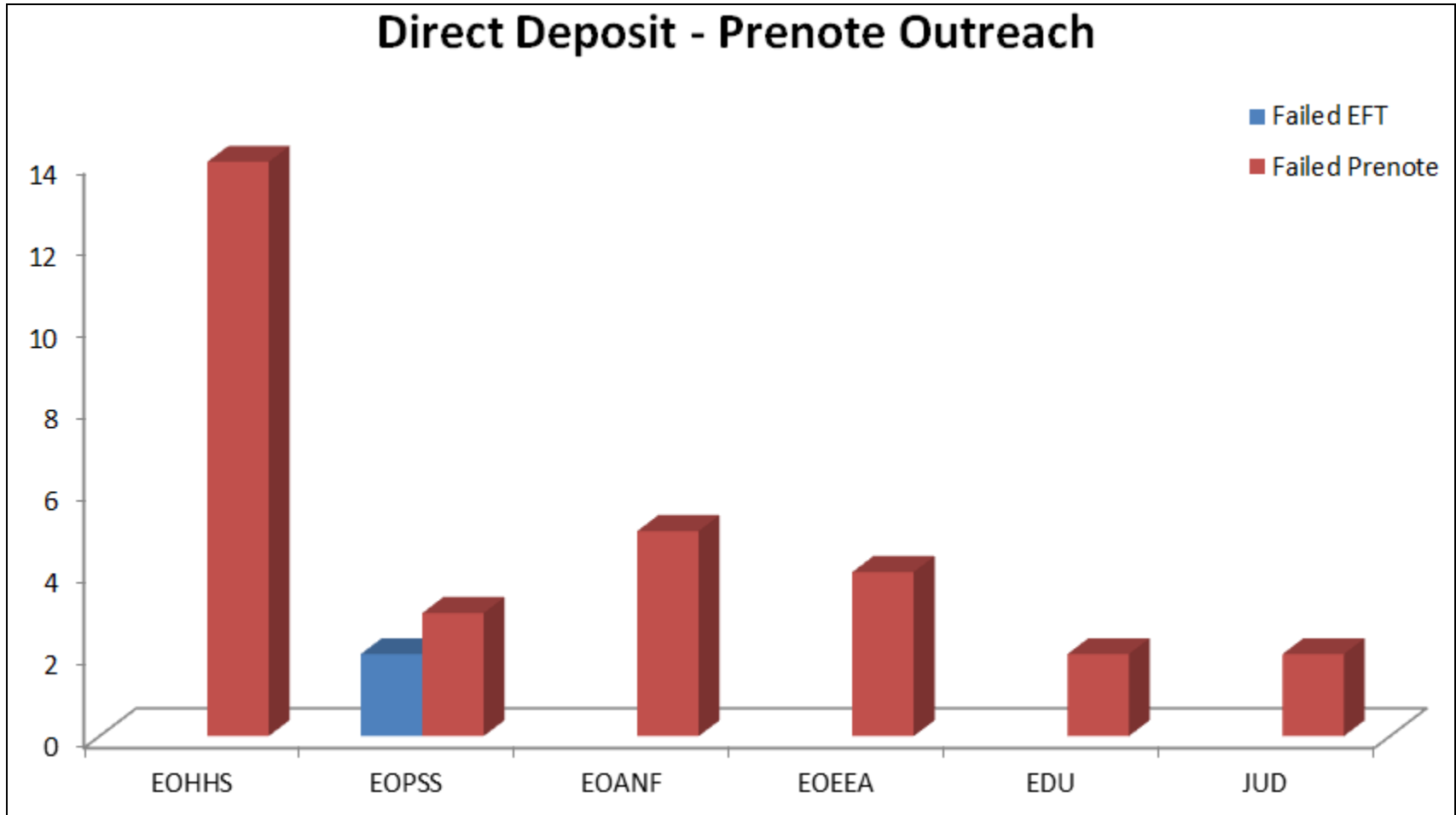
# eServices Transactions



**Source:** ESC Footprints data from 6/26/2016 – 8/06/2016.



# Direct Deposit-Prenote Outreach



**Source:** ESC data from 6/26/2016 – 8/06/2016.



# Case Resolution Time

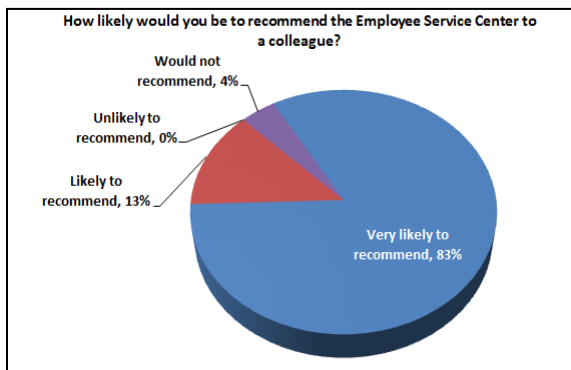
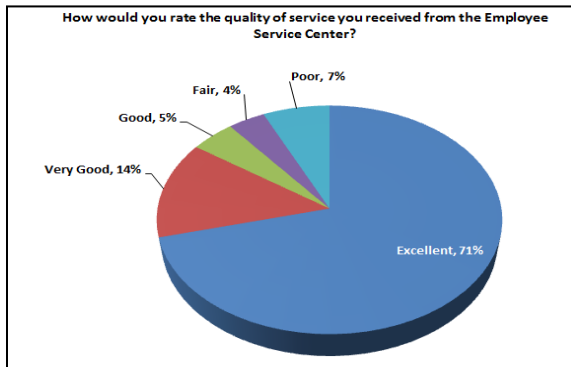
SLA Metric	Target	Current Period 6/26/2016 – 8/06/2016	Previous Period 5/29/2016 – 6/25/2016	Previous Year July 2015
Average case resolution time – password resets and e-mail updates (Time owned by ESC)	98% within 1 day	99.49%	98.18%	99.86%
Average case resolution time – inquiries and requests (Time owned by ESC)	75% within 1 day 90% within 3 days	96.4% within 1 Day and 97.7% within 3 Days	94.5% within 1 Day and 97.4% within 3 Days	95.1% within 1 Day and 97.4% within 3 Days

**Source:** ESC Footprints data from 6/26/2016 – 8/06/2016.



# Customer Satisfaction Survey Results

SLA Metric	Target	Current Period 6/26/2016 – 8/06/2016	Previous Period 5/29/2016 – 6/25/2016	July 2015
<b>Customer satisfaction</b>  (Based on automated survey upon ticket closure.)	80% of customers rate overall satisfaction good to excellent	90% rated good to excellent  (1.499% response rate)	94% rated good to excellent  (1.385% response rate)	94% rated good to excellent  (0.120% response rate)



## Selected Monthly Comments:

- I was on hold for a long time, more than ½ hour before giving up several times...I just stayed on hold while I was doing something else on several Friday afternoons.
- No improvement needed. The process was short and completed quickly.
- Decrease wait time. This would help State employees be able to get back to the work they're supposed to do, instead of being in a suspended mode.
- The service was great. I sent an email regarding my tuition remission certificate and a representative called me back and helped me over the phone. The process was easy.

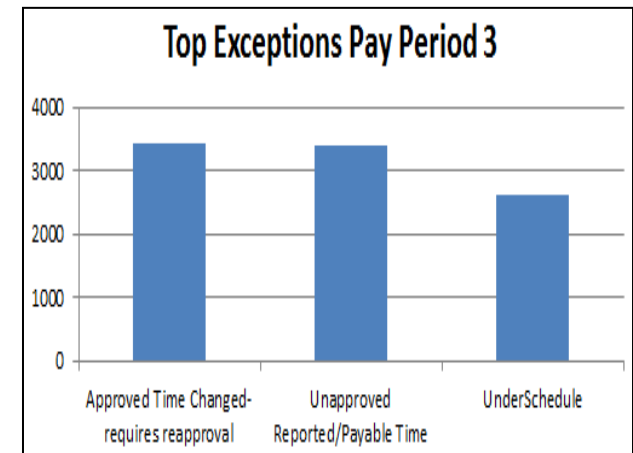
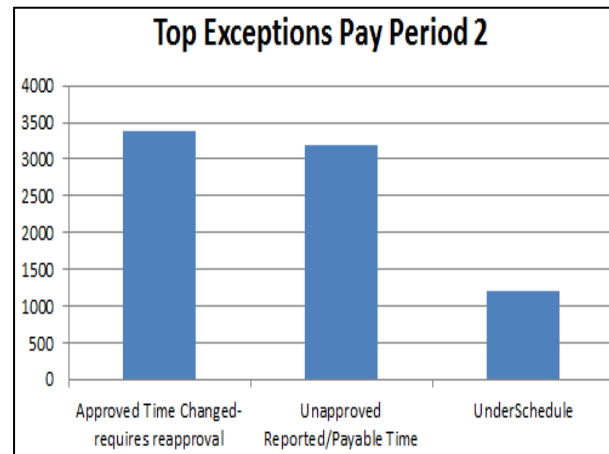
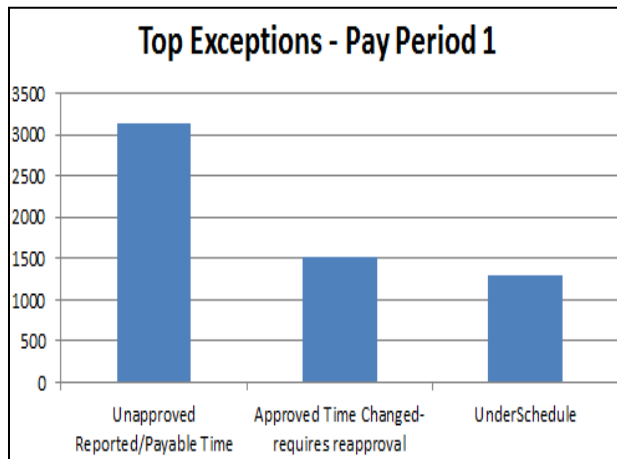
**Source:** ESC Customer Satisfaction Survey; survey link is provided on ticket closure notice and is voluntary. Survey results shown were collected between 6/26/2016 – 8/06/2016.

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# Outbound Contact Percentages

SLA Metric	Target	Current Period 6/26/2016 – 8/06/2016	Previous Period 5/29/2016 – 06/25/2016
Percentage of approvers contacted with unresolved high exceptions requiring ESC intervention for resolution:	98% 85% holiday/emergency leave weeks	85.76%	69.92%



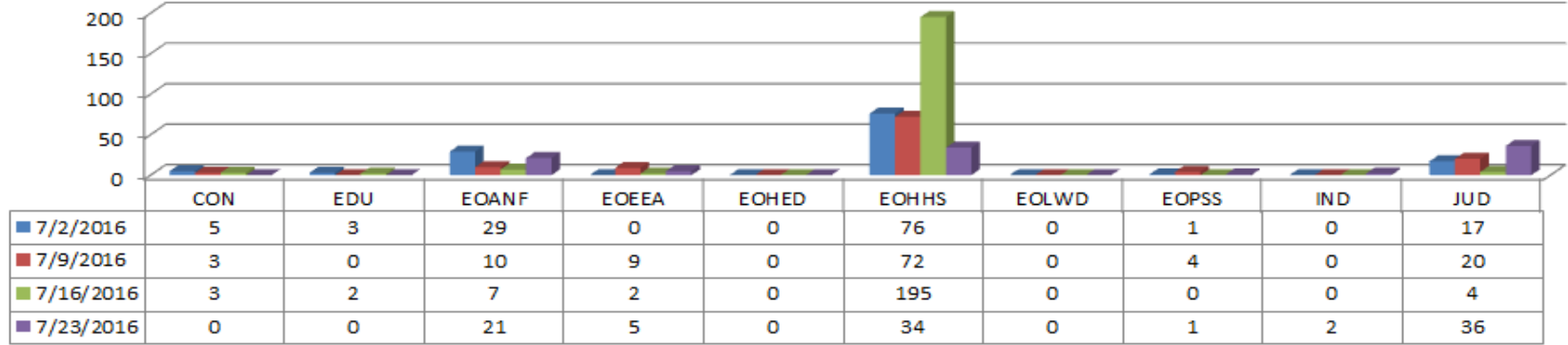
**Source:** ESC data from 6/26/2016 – 8/06/2016.



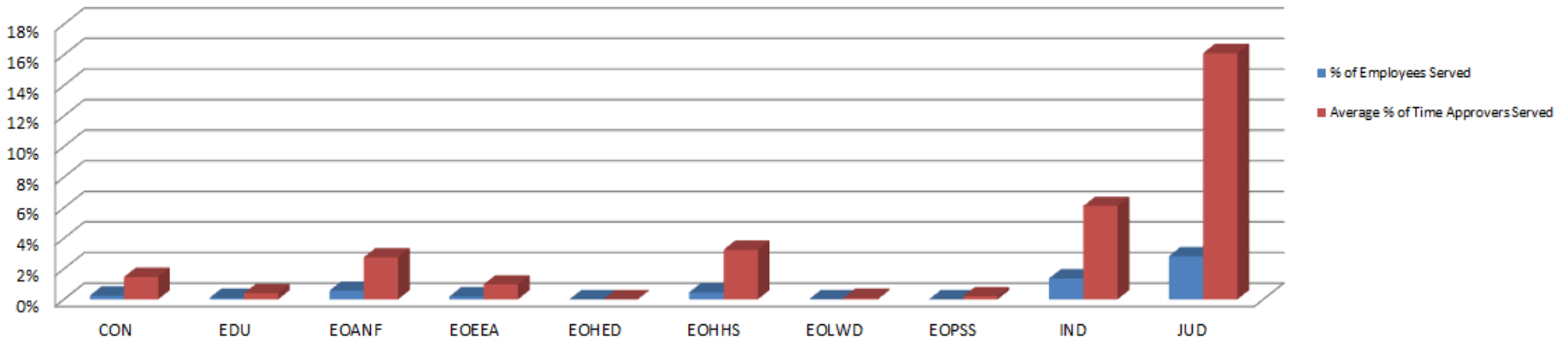
# Outbound Exception Management Calls

Outbound calls are made on a weekly basis when employees and approvers miss the deadlines for time entry/time approval or when system generated exceptions appear on a timesheet.

EOHHS agencies continue to represent the largest volume of outbound calls from the ESC.



## Average weekly calls as a % of Employees Served



**Source:** ESC Exception Management System data 6/26/2016 – 8/06/2016.

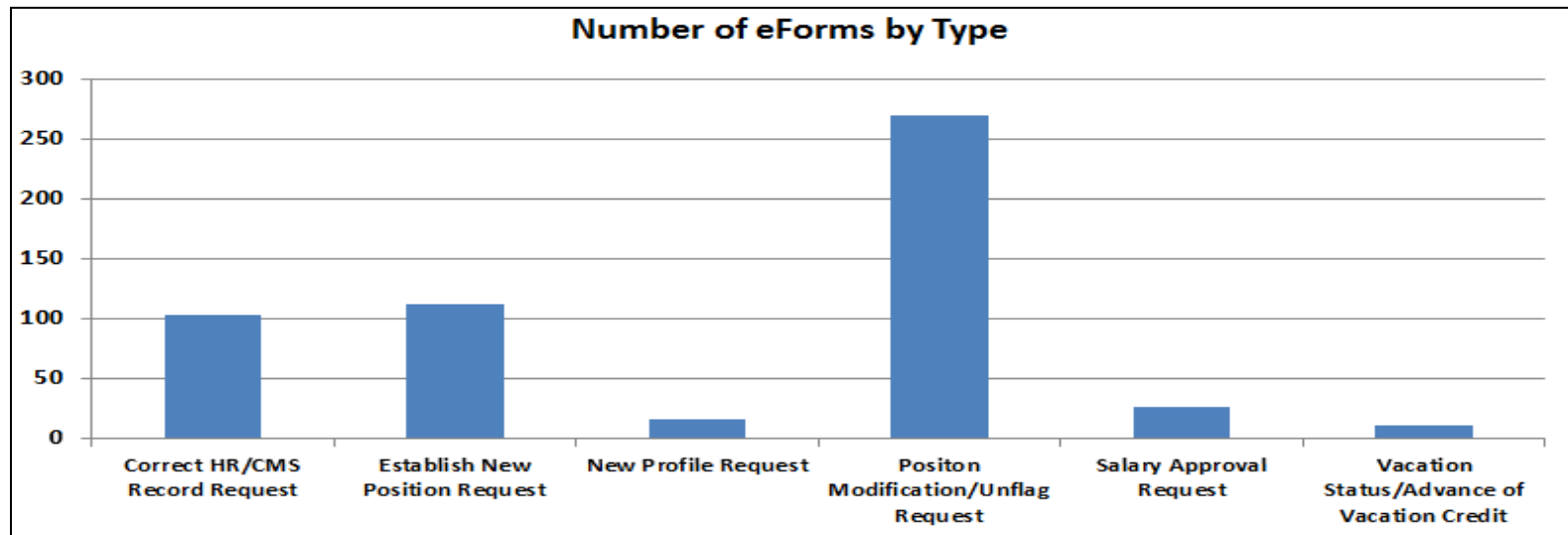
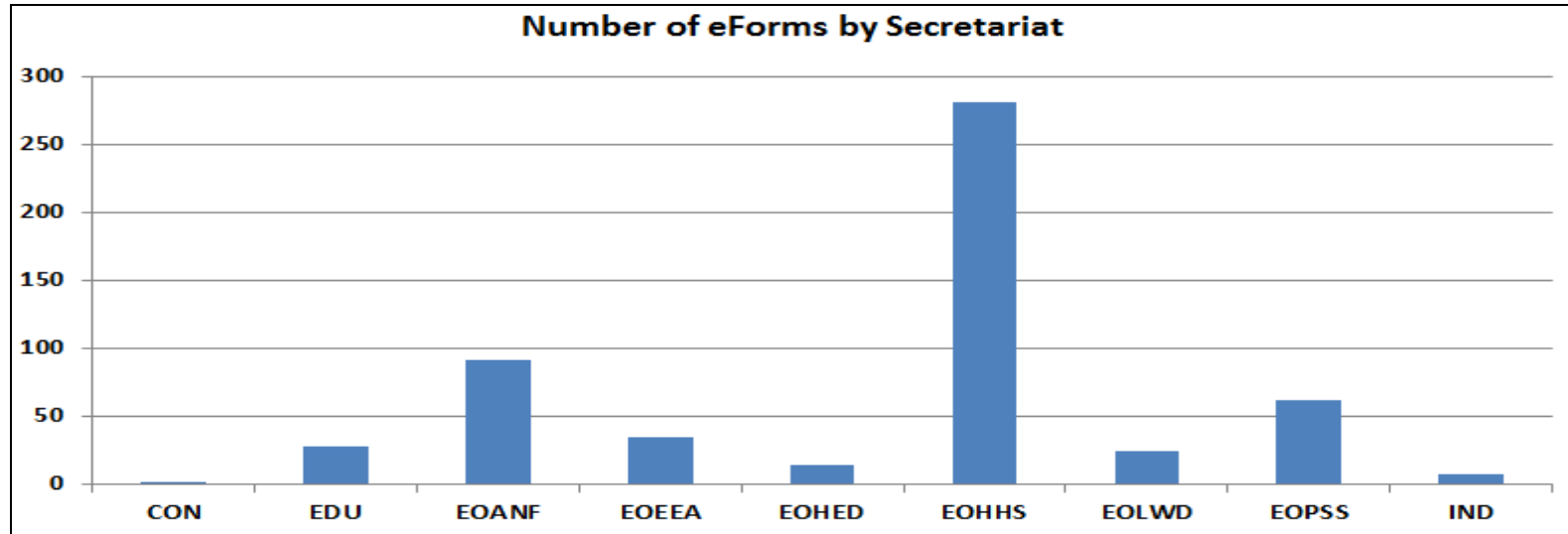
Average inquiries per employee is shown for comparison purposes and does not account for repeat contacts (i.e., calling an employee multiple times).



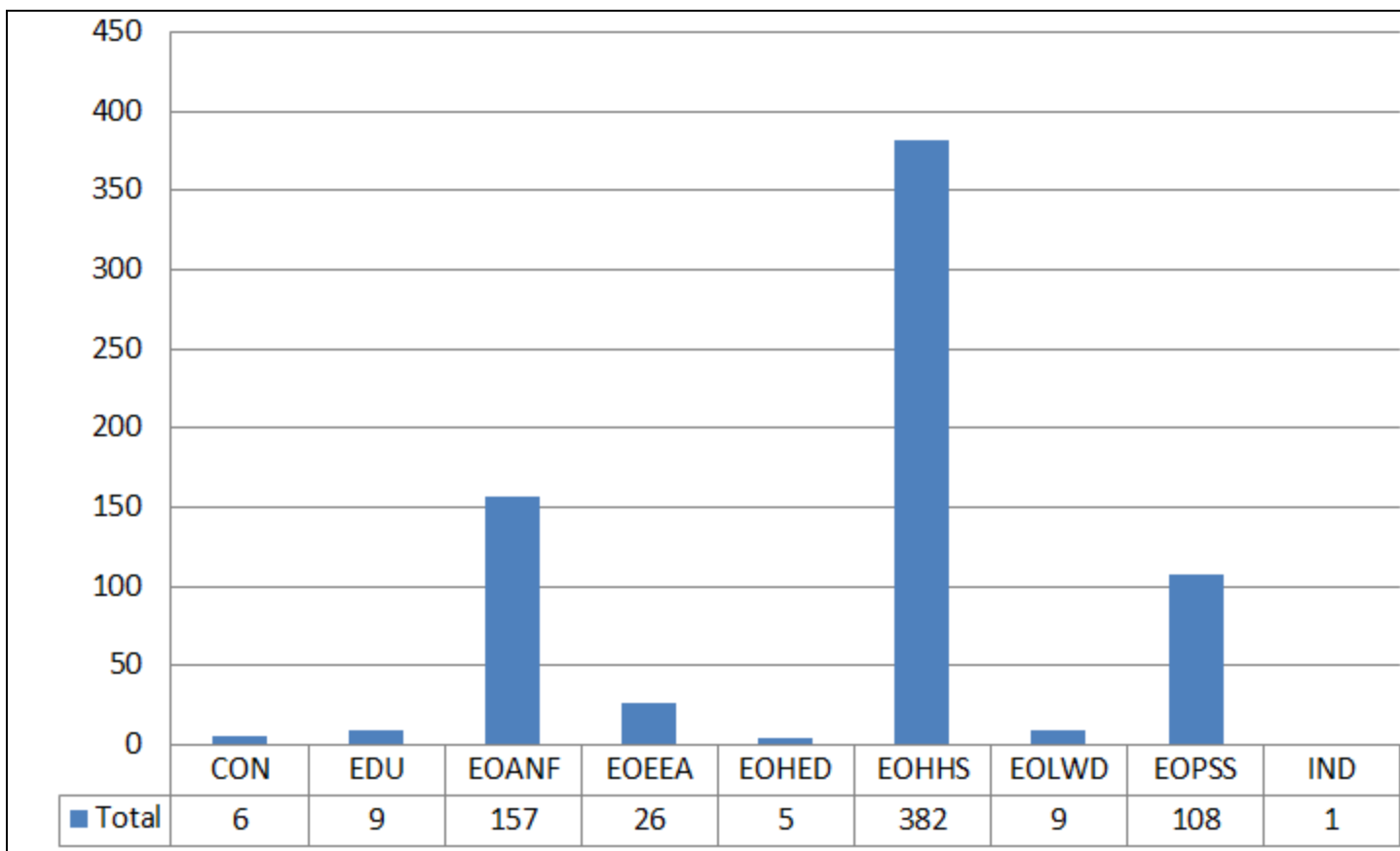


# Position Management

Total number of eForms processed by ESC: 542



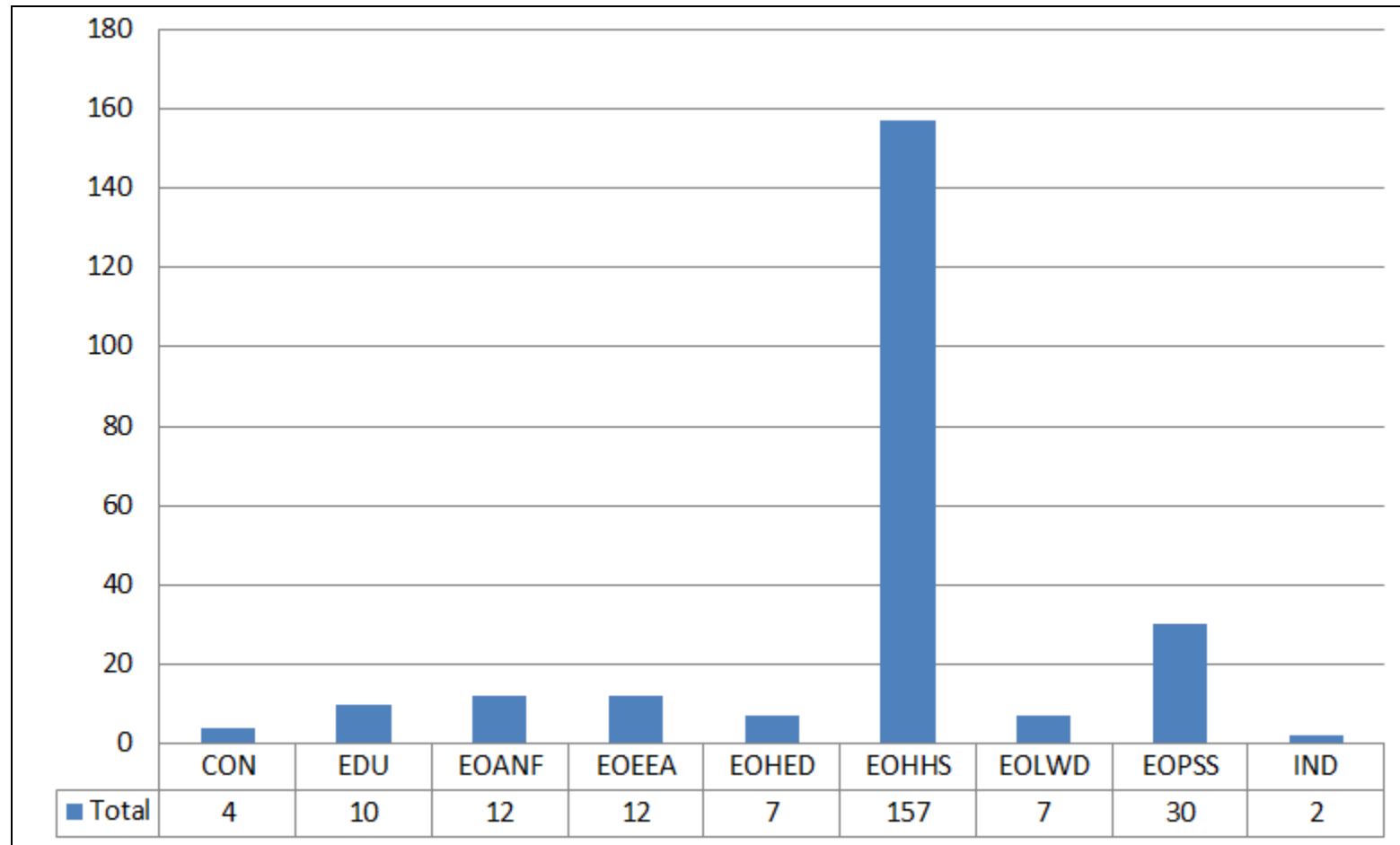
# Extended Illness Leave Bank Submissions Per Secretariat



**Source:** OnBase - Hyland Utility Client Reporting data from 6/26/2016 – 8/06/2016.



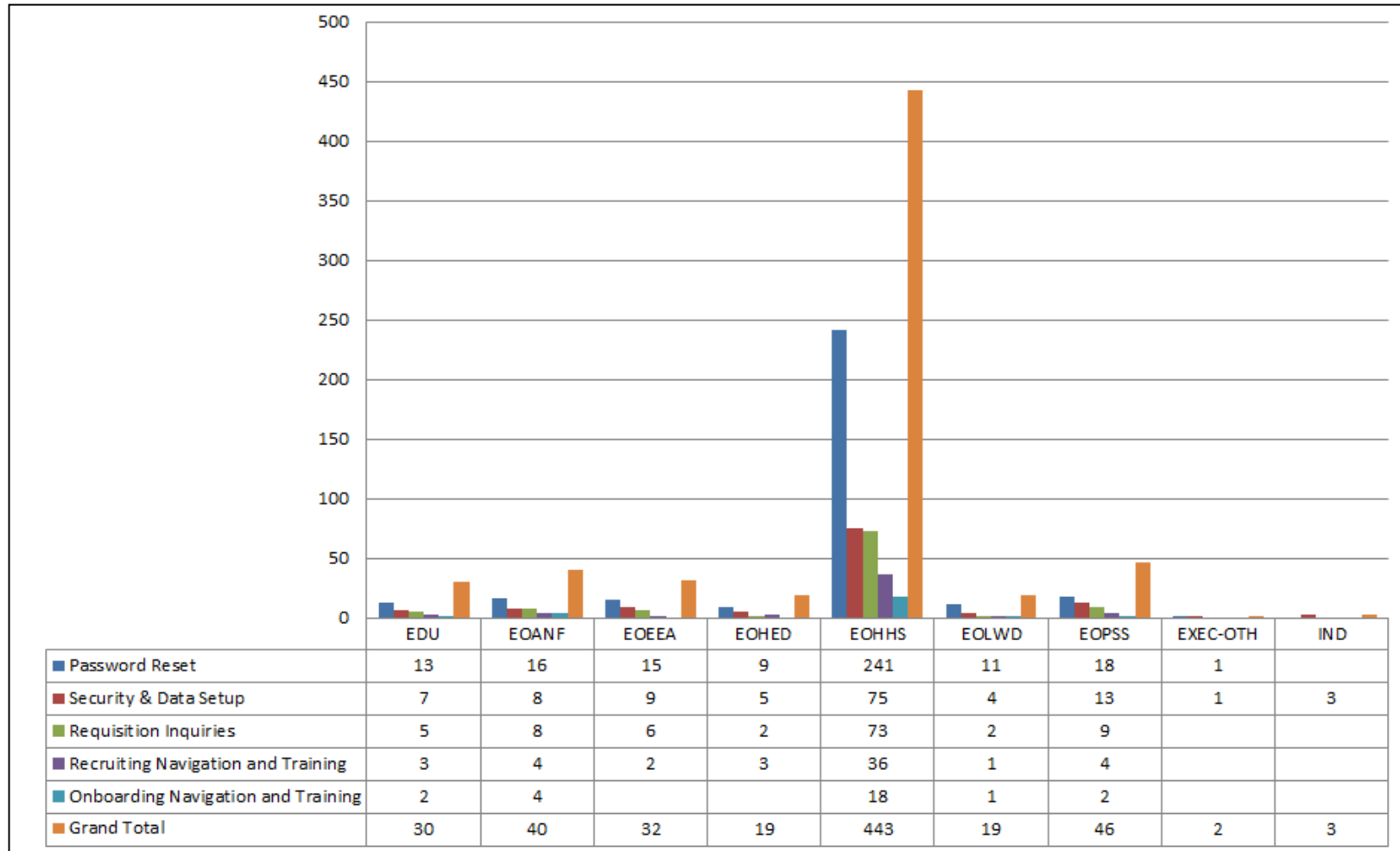
# Tuition Remission Submissions per Secretariat



**Source:** OnBase - Hyland Utility Client Reporting data from 6/26/2016 – 8/06/2016.



# MassCareers Top 5 Most Frequent Classifications by Secretariat



Source: ESC Footprints data from 6/26/2016 – 8/06/2016.



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# Review Schedule Service Charter Scorecard

Service Month*		
Start Date	End Date	Report Available
3/6/2016	4/2/2016	4/20/2016
4/3/2016	4/30/2016	5/18/2016
5/1/2016	5/28/2016	6/15/2016
5/29/2016	6/25/2016	7/13/2016
6/26/2016	8/6/2015	8/24/2016
8/7/2016	9/3/2013	9/21/2016
9/4/2016	10/1/2016	10/19/2016
10/2/2016	10/29/2016	11/16/2016
10/30/2016	11/26/2016	12/14/2016
11/27/2016	12/24/2016	1/11/2017
12/25/2016	1/28/2017	2/8/2017
1/29/2017	3/4/2017	3/15/2017

**\*Note:** "Service Month" reporting periods are split by the closest pay period start and end dates to the beginning and end of the calendar month.



# Appendix: Agencies Served

Agencies Served	Employees	Agencies Served	Employees	Agencies Served	Employees
ADD-Developmental Disabilities Council	17	DOI-Division Of Insurance	142	MCB-Mass Commission For The Blind	155
AGR-Department Of Agricultural Resources	98	DOR-Department Of Revenue	1548	MCD-Commission For The Deaf And Hard Of Hearing	53
ALA-Administrative Law Appeals Division	33	DOS-Division Of Standards	17	MGC-Massachusetts Gaming Commission	90
ANF-Eo Administration & Finance	287	DPH-Department Of Public Health	3059	MIL-Massachusetts National Guard	9893
APC-Appeals Court	114	DPS-Department Of Public Safety	178	MMP-Massachusetts Marketing Partnership	18
ART-Mass Cultural Council	31	DPU-Department Of Public Utilities	156	MRC-Mass Rehabilitation Commission	990
ATB-Appellate Tax Board	20	DSS-Department Of Children And Families	4015	OCD-Dept Of Housing And Community	275
BLC-Board of Library Comissioners	21	DYS-Department Of Youth Services	867	OHA-Massachusetts Office On Disability	13
BSB-Bureau Of State Buildings	14	EDU-Executive Office Of Education	86	ORI-Office For Refugees And Immigrants	21
CAD-Commission Against Discrimination	87	EEC-Department Of Early Education	192	OSC-Office Of The Comptroller	123
CDA-Massachusetts Emergency Management Agency	95	EED-Executive Office Of Housing & Economic Development	57	OSD-Division Of Operational Services	106
CHE-Soldiers' Home In Massachusetts	337	EHS-Executive Office Of Health and Human Services	1585	PAR-Parole Board	175
CHS-Department of Criminal Justice Information Systems	43	ELD-Department Of Elder Affairs	60	POL-State Police	2587
CJT-Criminal Justice Training Council	518	ENE-Department Of Energy Resources	62	REG-Division Of Professional Licensure	109
CME-Chief Medical Examiner	94	ENV-Executive Office Of Energy and Environmental Affairs	326	RGT-Department Of Higher Education	65
CPC-Committee for Public Counsel Services	746	EOL-Executive Office Of Workforce Development	1104	SCA-Office Of Consumer Affairs And Business Regulations	26
CSC-Civil Service Commission	11	EPS-Executive Office Of Public Safety and Security	199	SDA-Sheriffs Department Association	3
CSW-Commission On Status Of Women	2	EQE-Department Of Environmental Protection	693	SEA-Department Of Business And Technology	12
DAC-Disabled Persons Protection Commission	32	FWE-Department Of Fish And Game	326	SOR-Sex Offender Registry	48
DCP-Capital Asset Management And Maintenance	444	GIC-Group Insurance Commission	56	SRB-State Reclamation Board	152
DCR-Department Conservation And Recreation	1596	HCF-Health Care Finance & Policy	152	TAC-Department Of Telecommunications	22
DFS-Department Of Fire Services	628	HLV-Soldiers' Home In Holyoke	365	TRB-Teachers Retirement Board	96
DMH-Department of Mental Health	3593	HPC-Health Policy Commission	68	TRE-Office Of The State Treasurer	248
DMR-Health and Human Services	6624	HRD-Human Resources Division	130	VET-Department Of Veterans Service	68
DOB-Division Of Banks	165	ITD-Information Technology Division	344	VWA-Victim And Witness Assistance	20
DOC-Department of Corrections	4882	LIB-George Fingold Library	11	WEL-Department Of Transitional Assistance	1601
DOE-Department Of Elementary & Secondary Education	482	LOT-Lottery And Gaming Commission	400	<b>Grand Total:</b>	<b>54181</b>

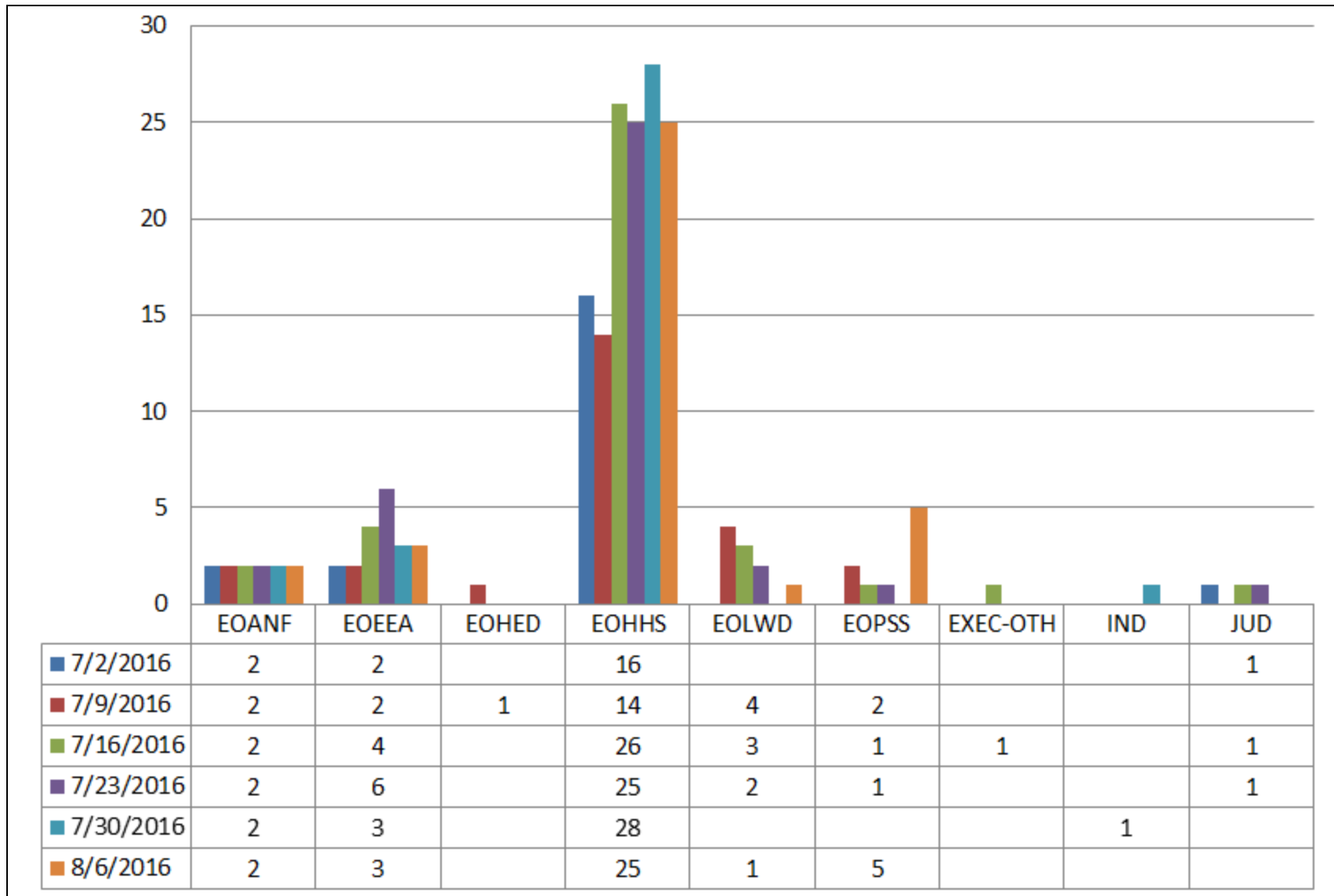


# Appendix: Inquiries by Agency

- Note: No inquiries were received for this service month from:

CSC – Civil Service Commission	CSW – Commission on Status of Women
DAC – Disabled Persons Protection Commission	LIB – George Fingold Library
SDA – Sheriffs Department Association	

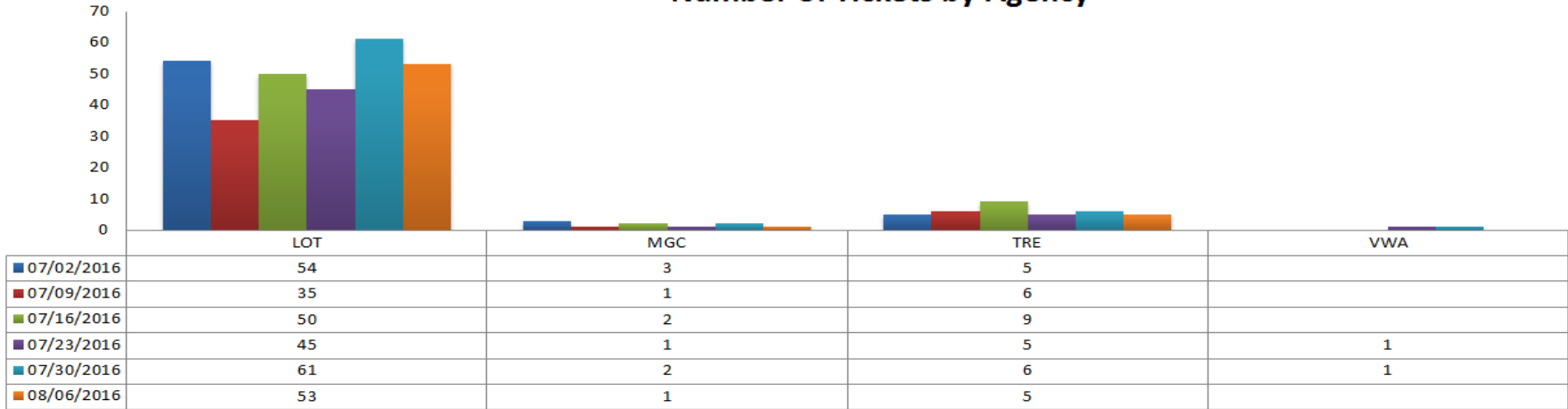
# Tickets Forwarded to Agency HR/ Payroll



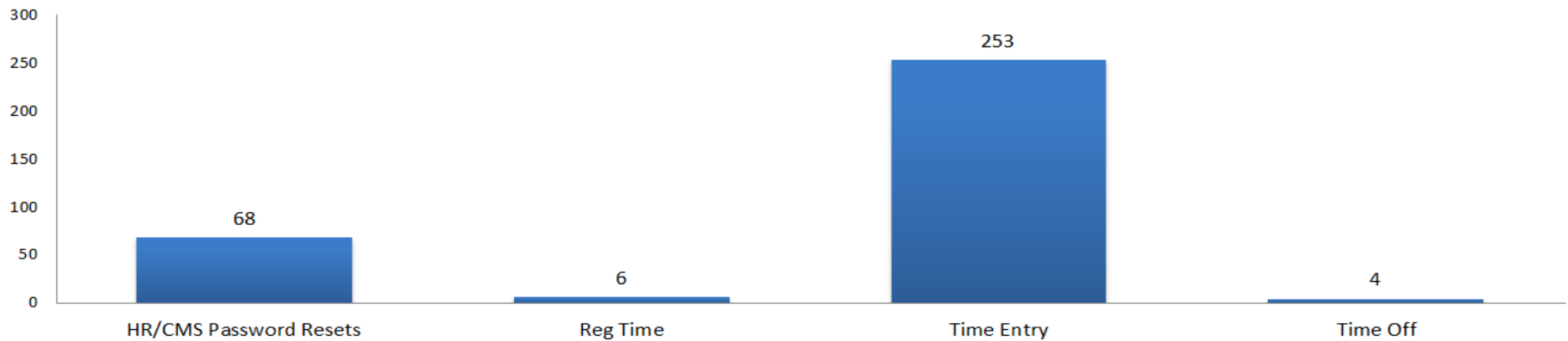


# CON Agencies

**Number of Tickets by Agency**

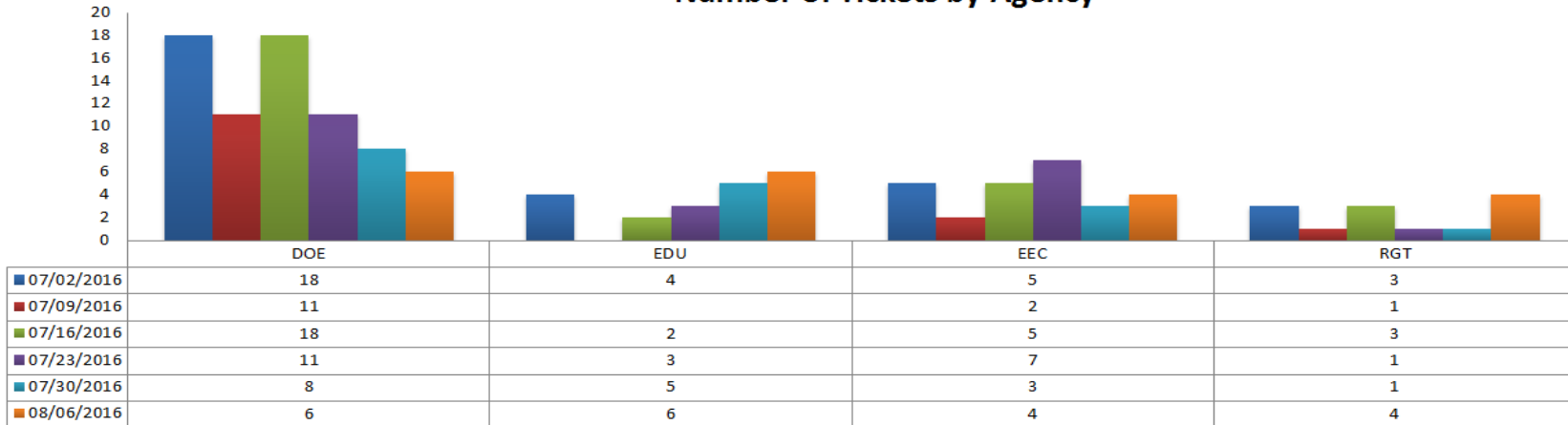


**Inquiry Classifications**

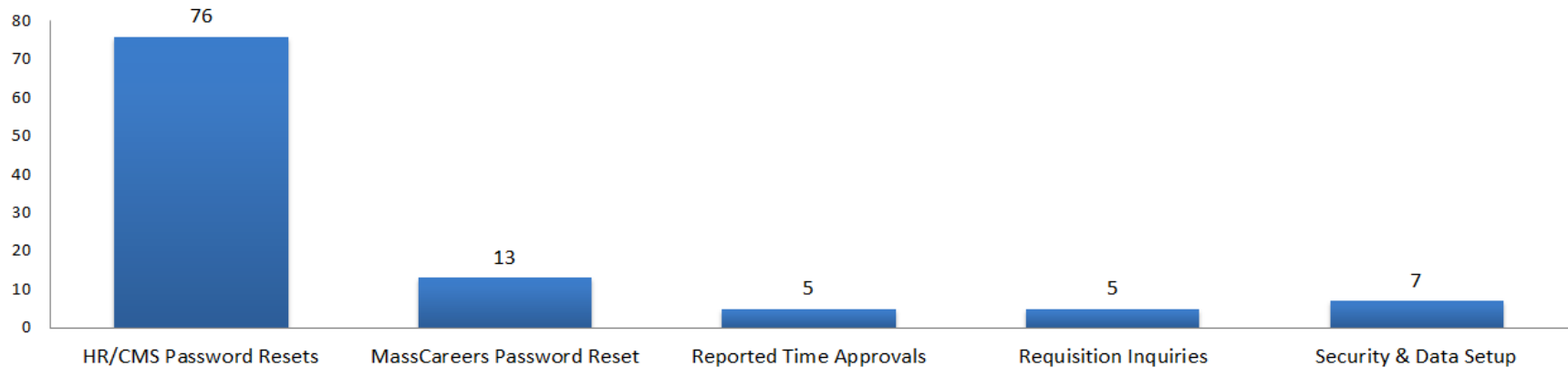


# EDU Secretariat Agencies

**Number of Tickets by Agency**

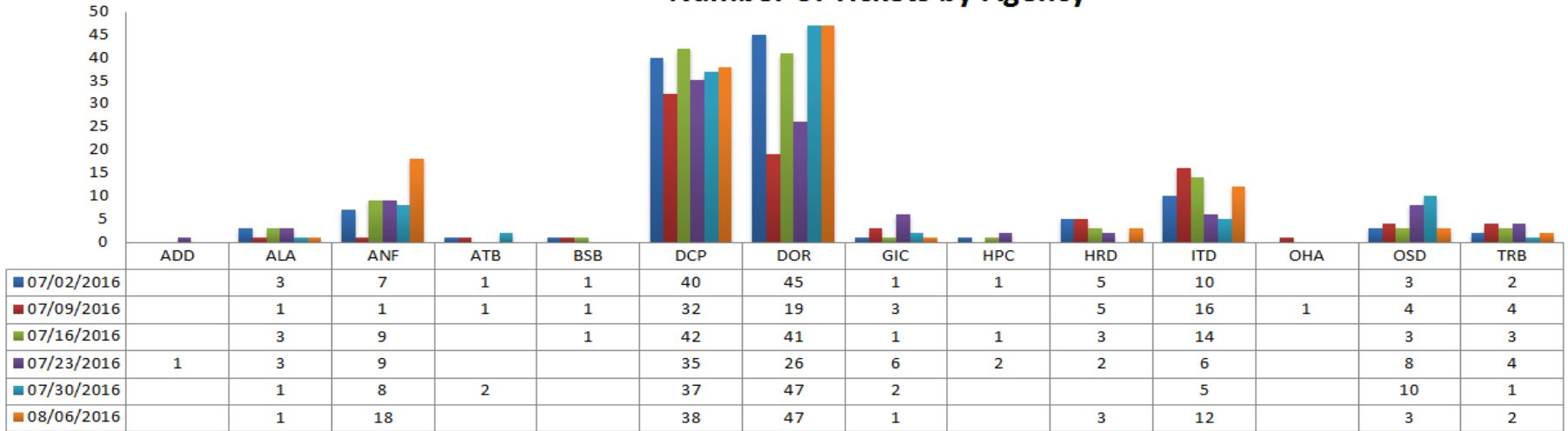


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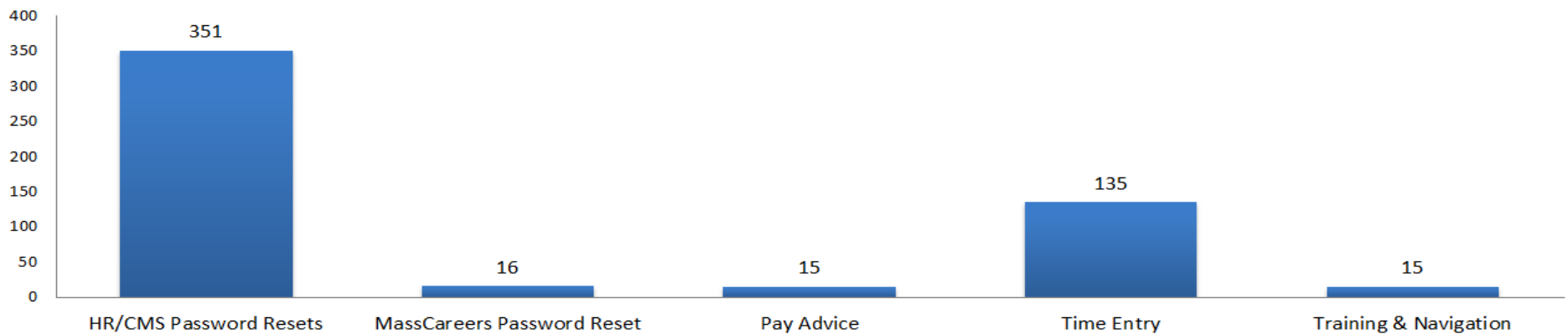


# EOANF Secretariat Agencies

**Number of Tickets by Agency**

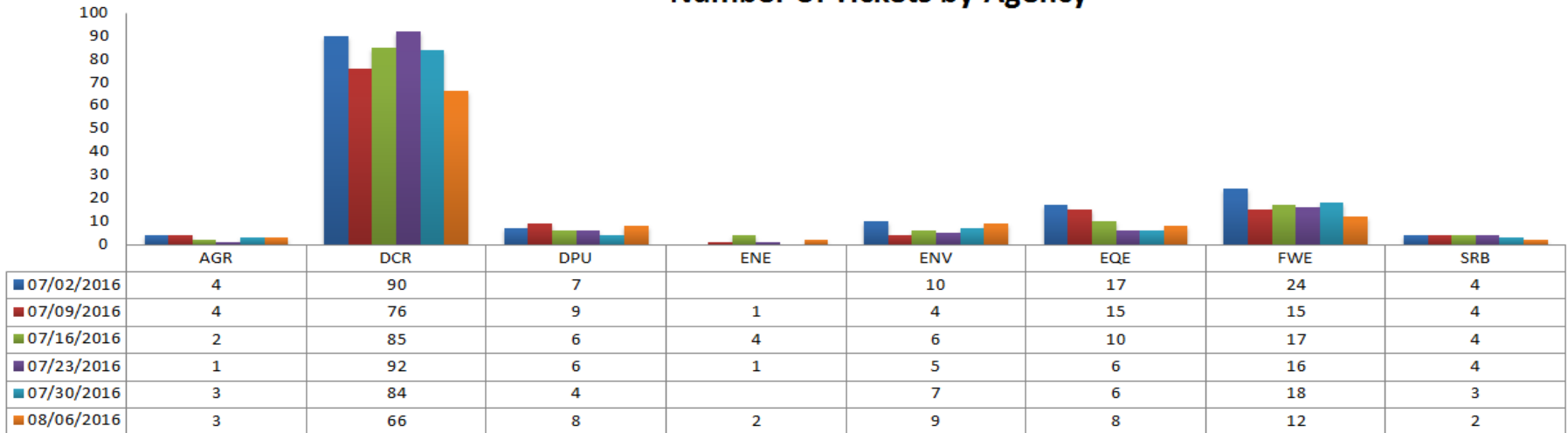


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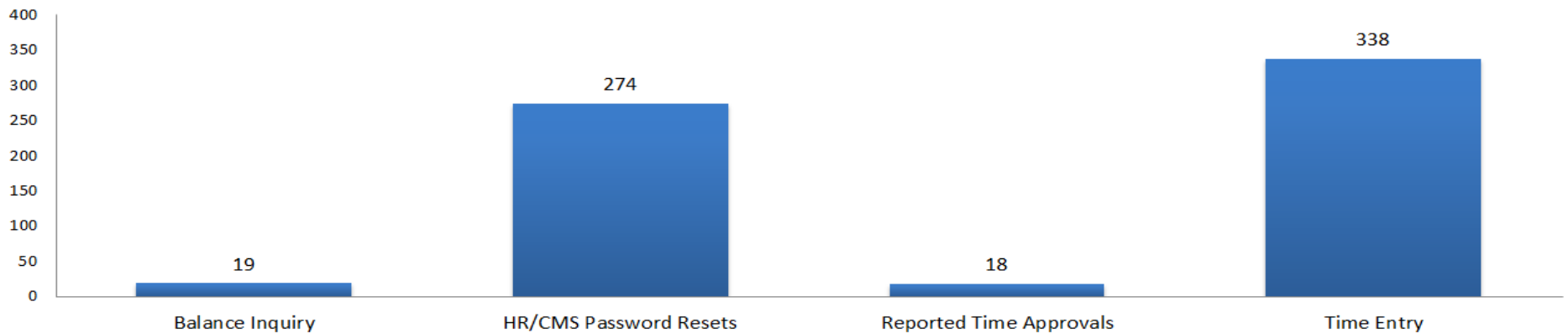


# EOEEA Secretariat Agencies

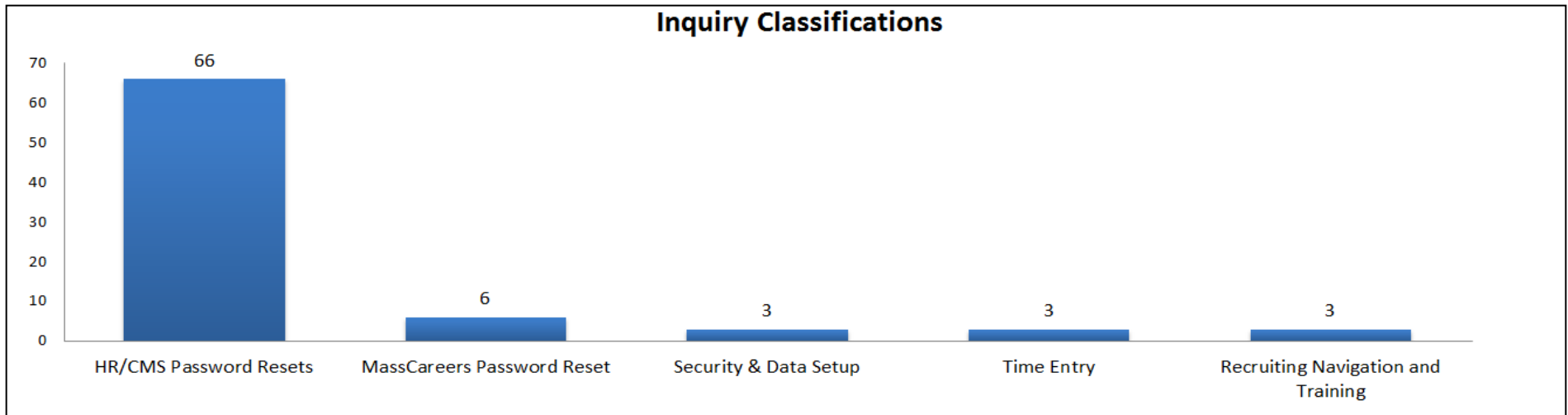
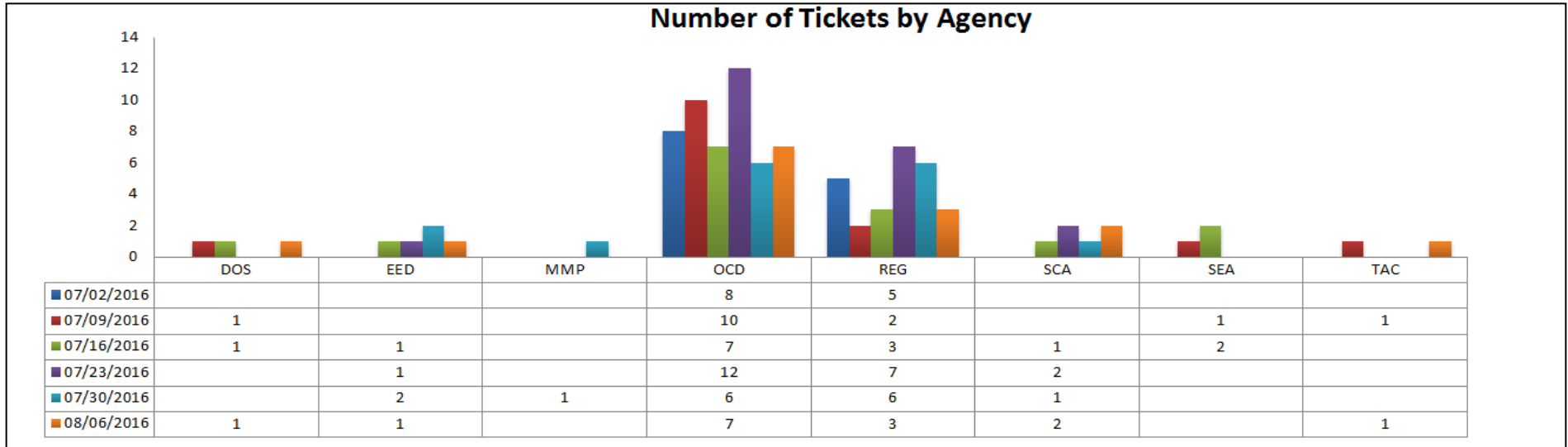
**Number of Tickets by Agency**



**Inquiry Classifications**

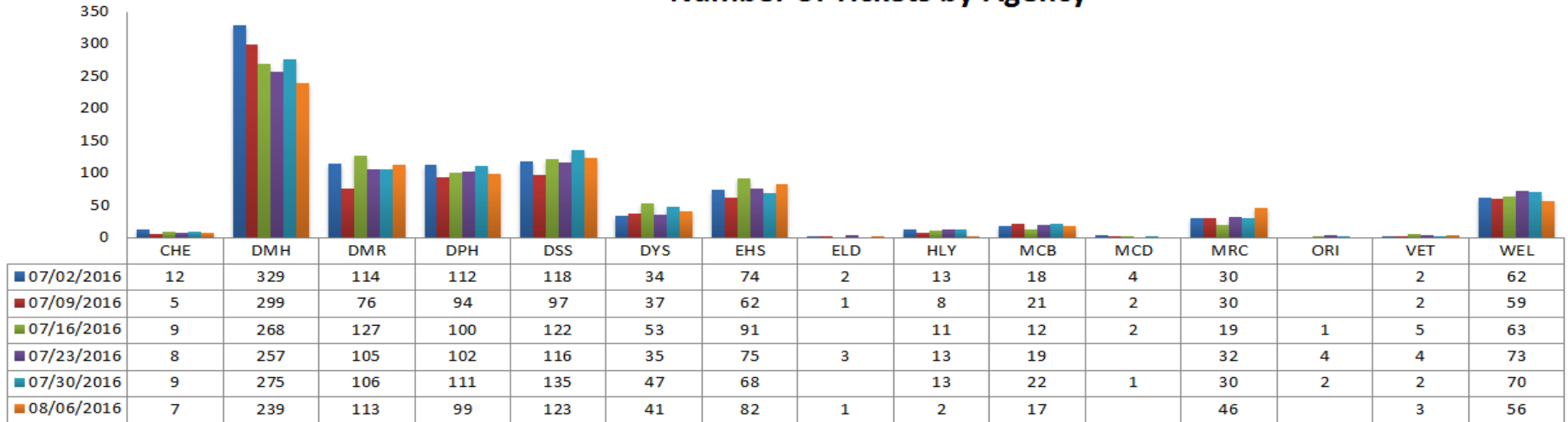


# EOHED Secretariat Agencies

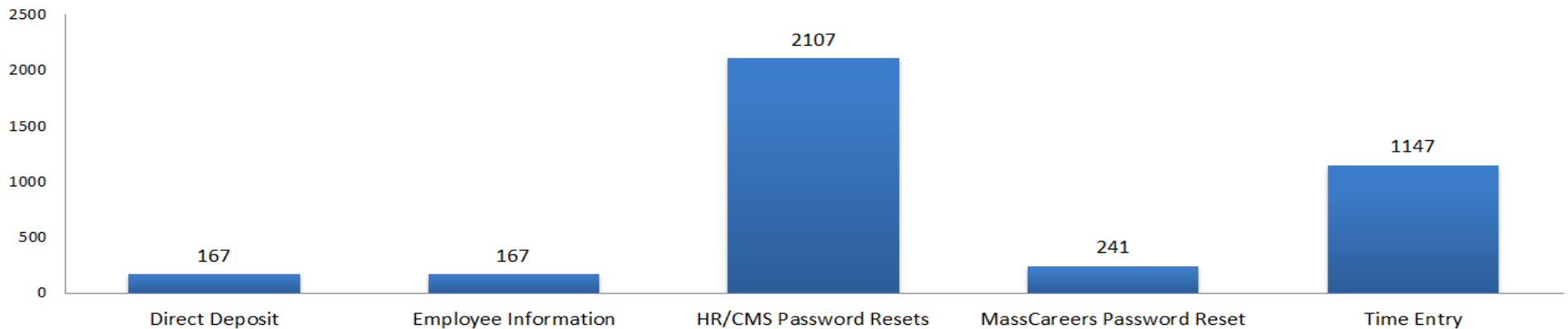


# EOHHS Secretariat Agencies

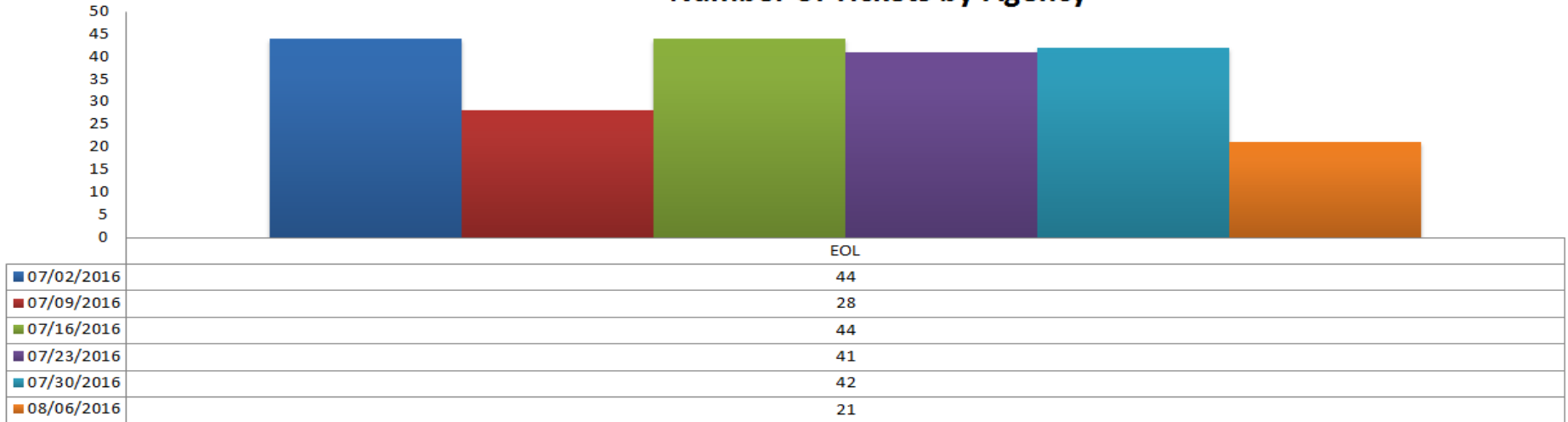
**Number of Tickets by Agency**



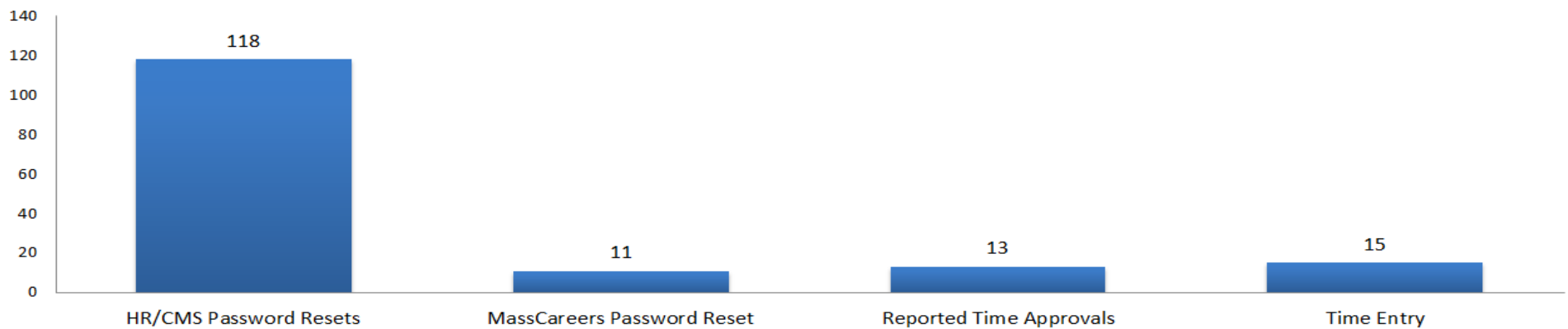
**Inquiry Classifications**



**Number of Tickets by Agency**

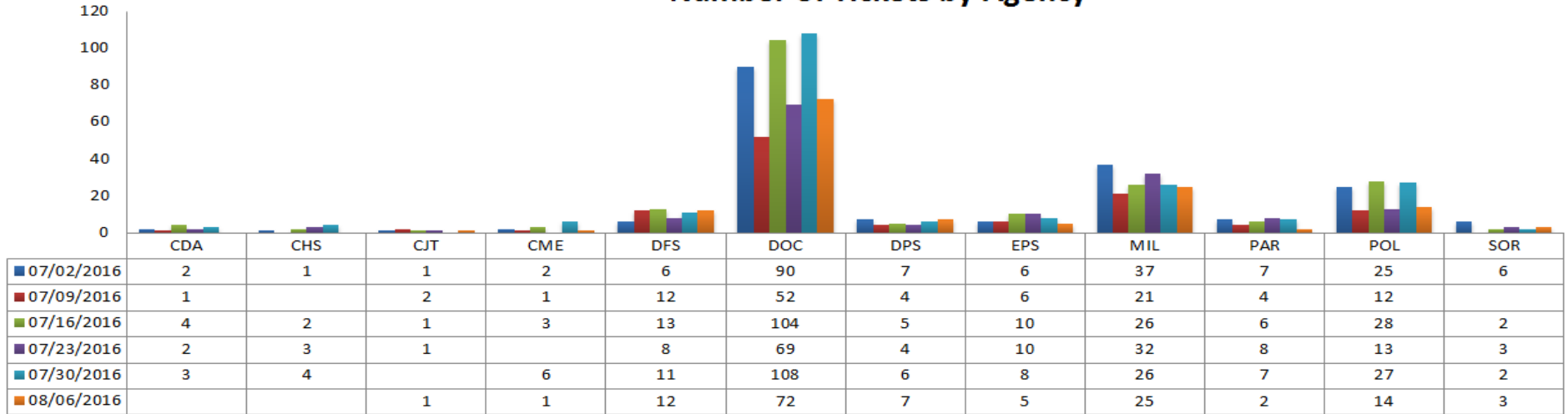


**Inquiry Classifications**

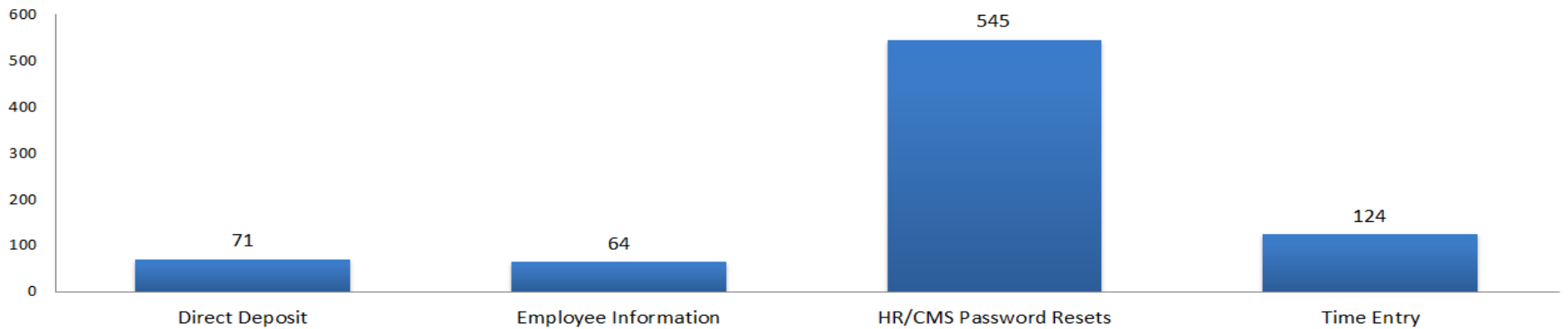


# EOPSS Secretariat Agencies

**Number of Tickets by Agency**



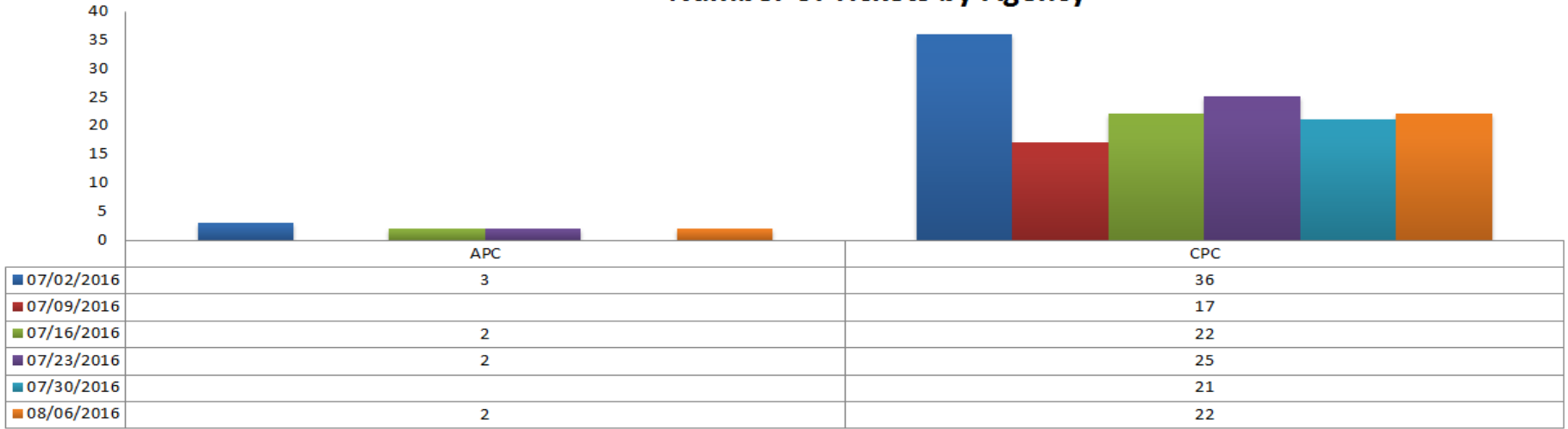
**Inquiry Classifications**



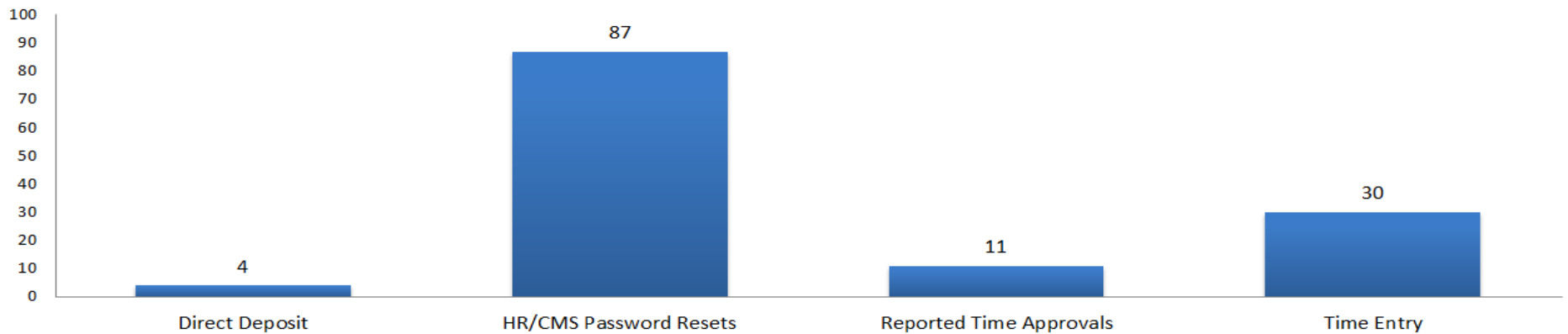


# JUD Agencies

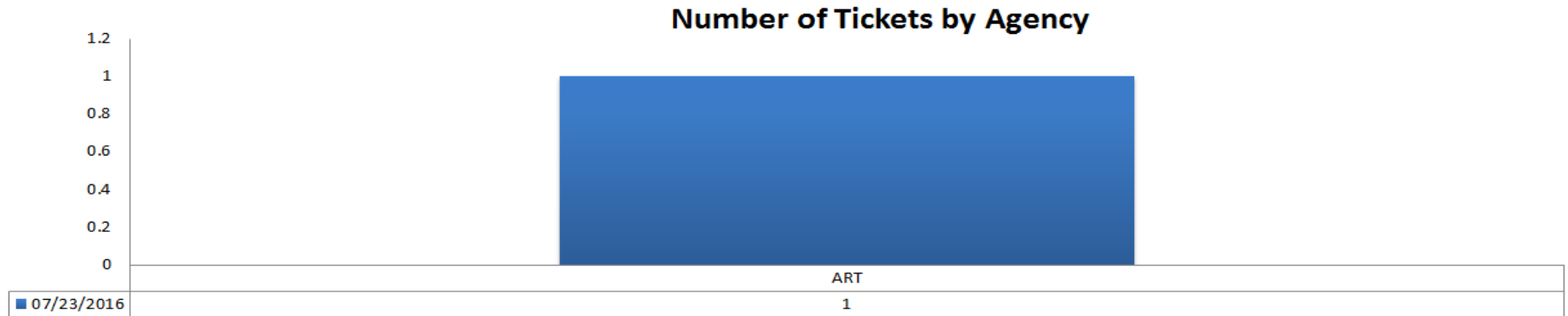
**Number of Tickets by Agency**



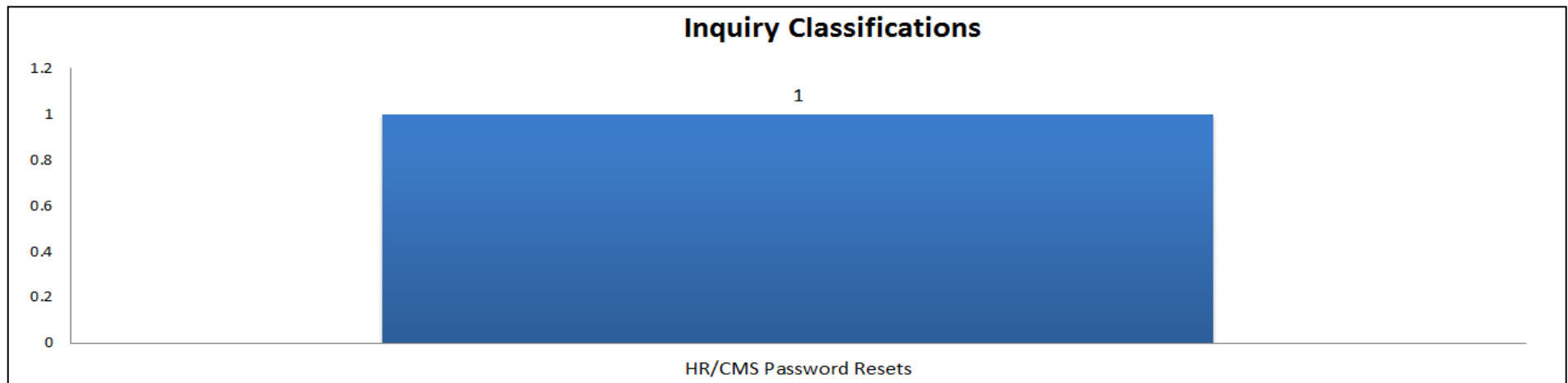
**Inquiry Classifications**



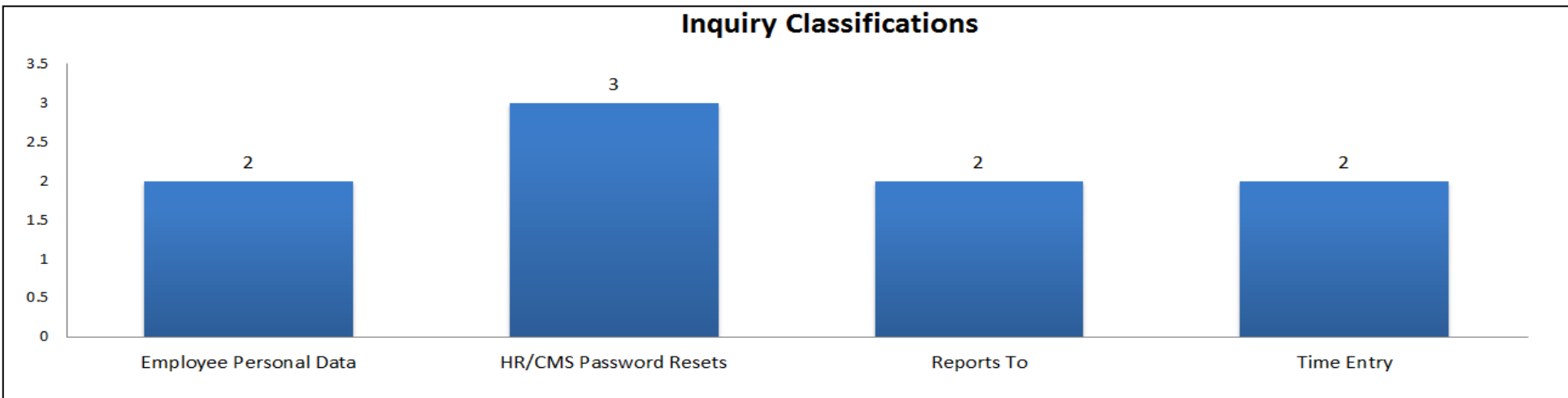
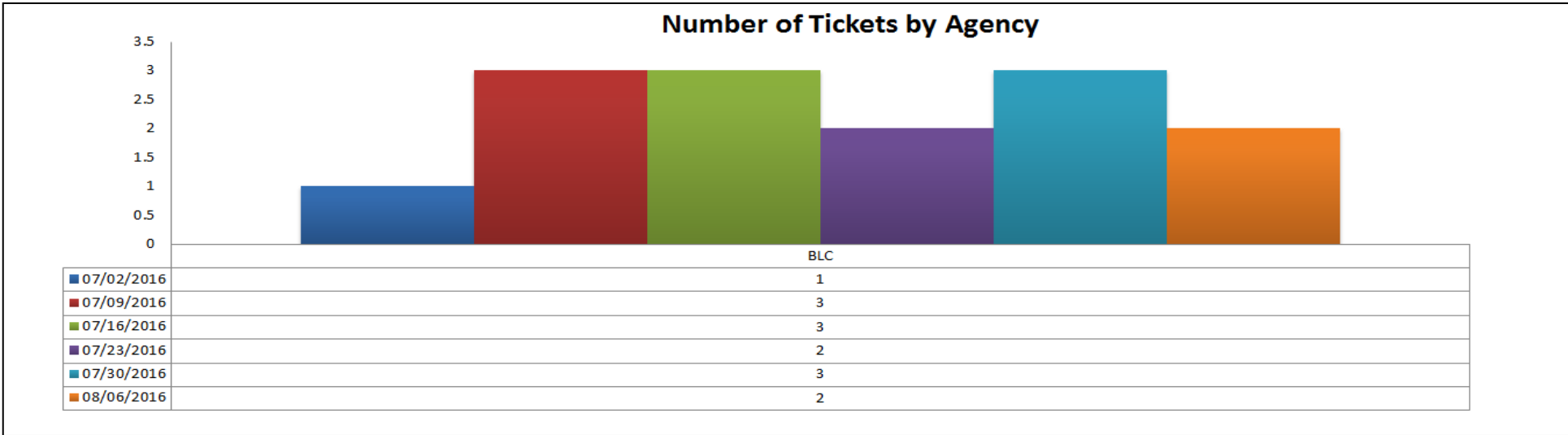
# ART Tickets and Classification



There were no requests the weeks of 7/2, 7/9, 7/16, 7/30, & 8/6

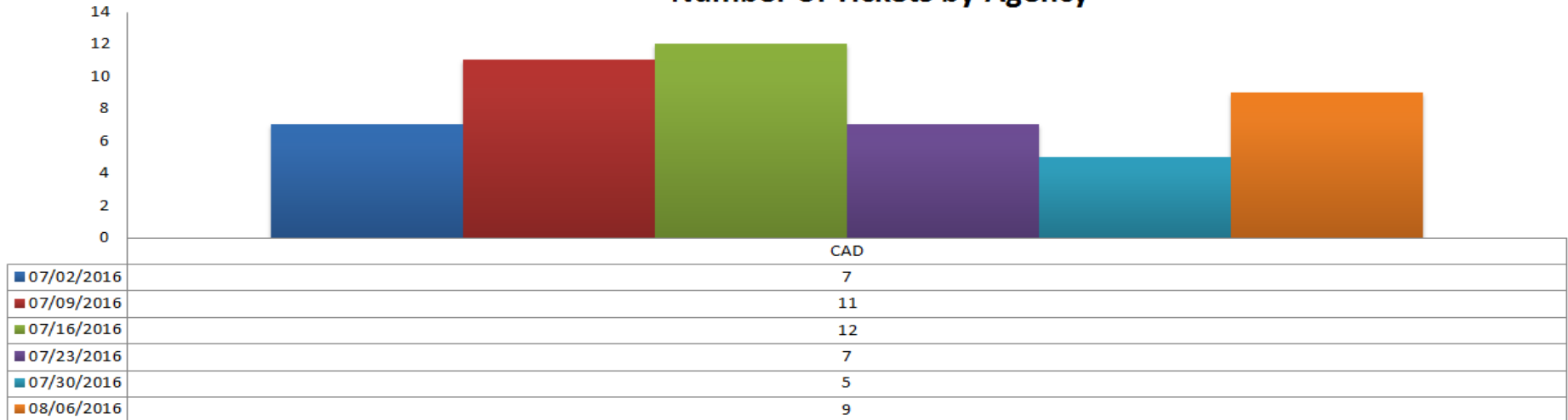


# BLC Tickets and Classification

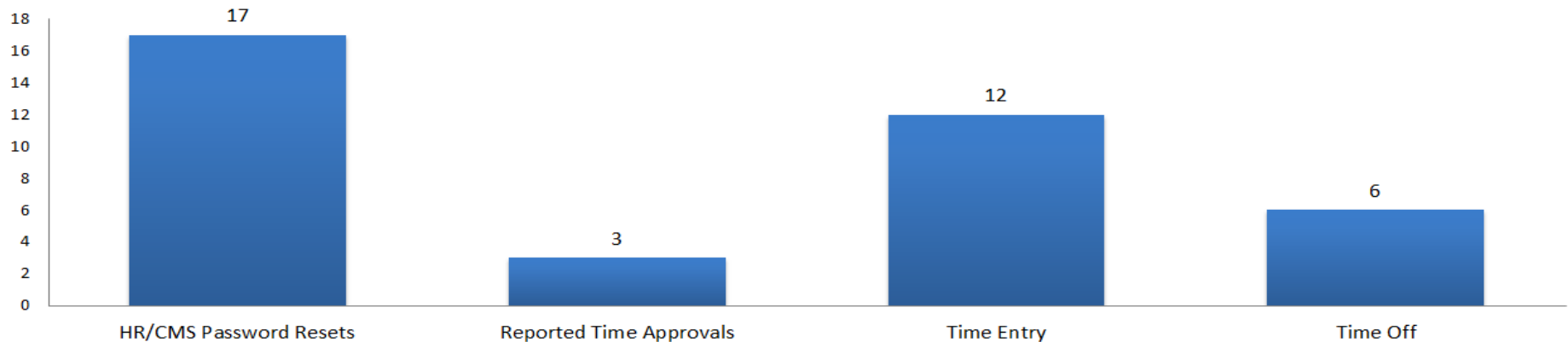


# CAD Tickets and Classification

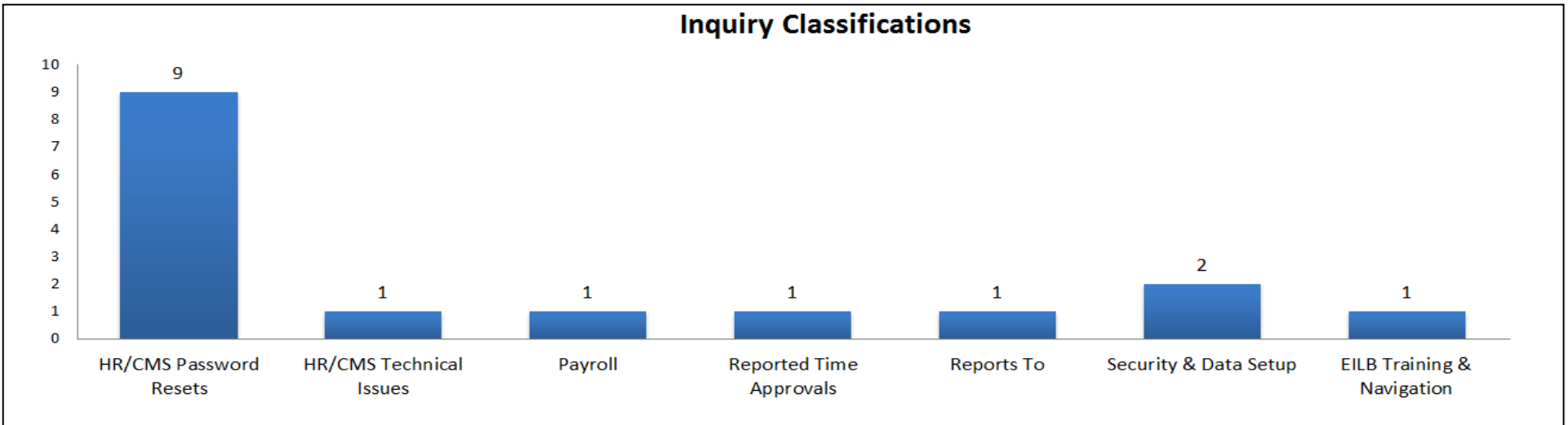
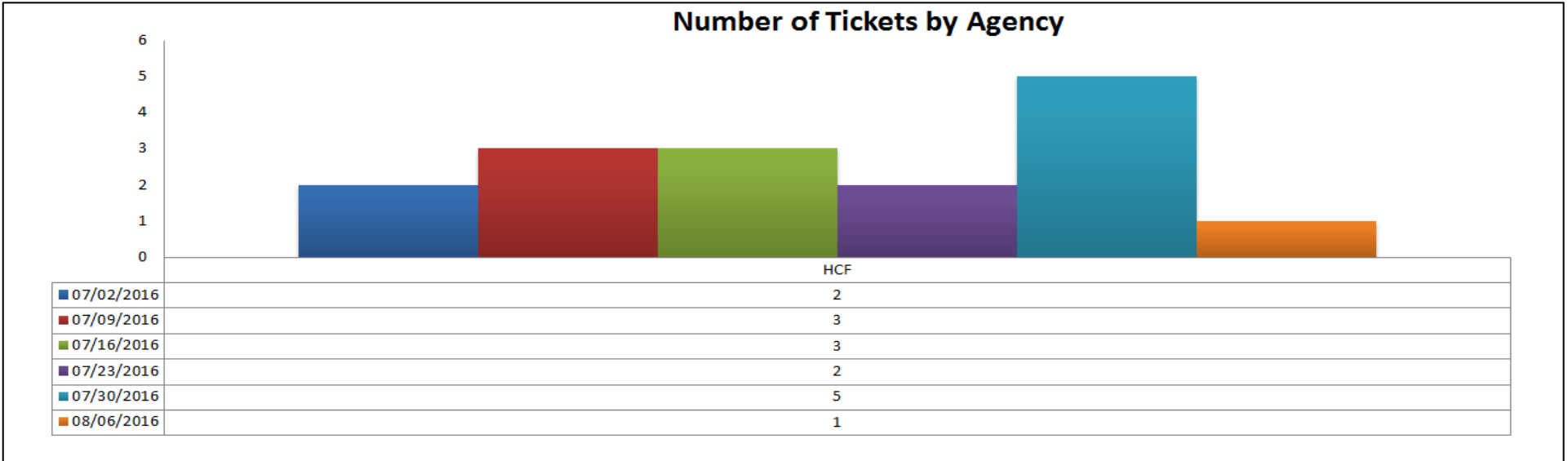
**Number of Tickets by Agency**



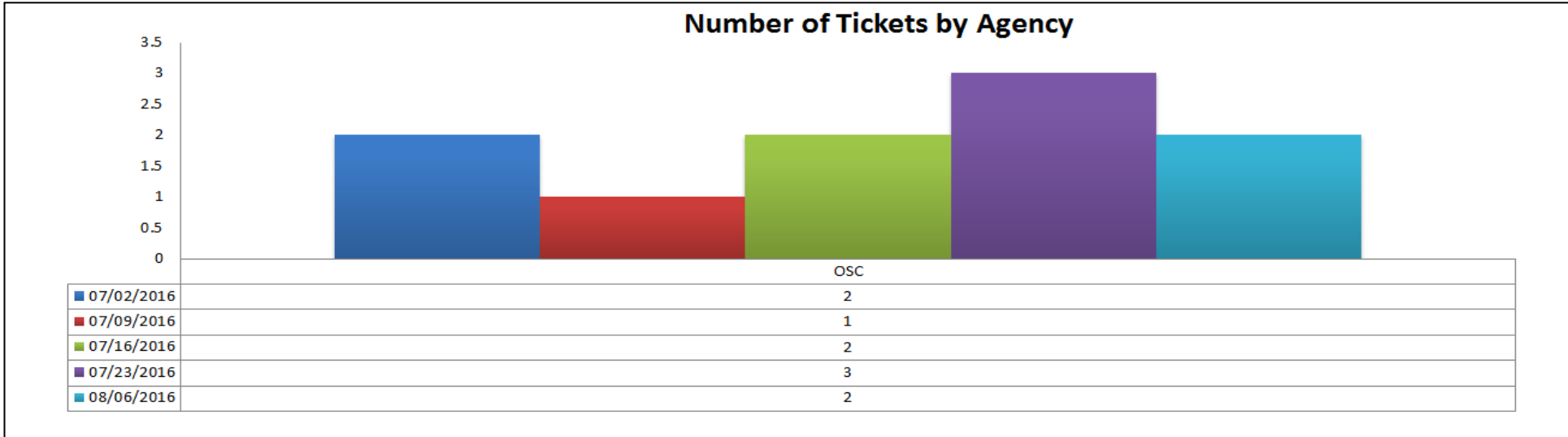
**Inquiry Classifications**



# HCF Tickets and Classification



# OSC Tickets and Classification



There were no requests the week of 7/30

